## **HEARING**

BEFORE THE

## COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM HOUSE OF REPRESENTATIVES

ONE HUNDRED ELEVENTH CONGRESS

FIRST SESSION

JULY 8, 2009

Serial No. 111-87

Printed for the use of the Committee on Oversight and Government Reform



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WASHINGTON: 2010

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#### WEDNESDAY, JULY 8, 2009

House of Representatives, Committee on Oversight and Government Reform, Washington, DC.

The committee met, pursuant to notice, at 10:05 a.m., in room 2154, Rayburn House Office Building, Hon. Edolphus Towns (chairman of the committee) presiding.

Present: Representatives Towns, Maloney, Cummings, Tierney, Lynch, Quigley, Kennedy, Van Hollen, Cuellar, Hodes, Foster, Speier, Issa, Burton, Souder, Turner, Bilbray, Jordan, Flake, Chaffetz, and Schock.

Also present: Representatives Brady and Dent.

Staff present: Aaron Ellias, staff assistant; Linda Good, deputy chief clerk; Jean Gosa, clerk; Adam Hodge, deputy press secretary; Carla Hultberg, chief clerk; Marc Johnson, assistant clerk; Phyllis Love and Christopher Sanders, professional staff members; Mike McCarthy, deputy staff director; Jesse McCollum, senior advisor; Leah Perry, senior counsel; Jason Powell, counsel and special policy advisor; Jenny Rosenberg, director of communications; Leneal Scott, IT specialist; Mark Stephenson, senior policy advisor; Ron Stroman, staff director; Lawrence Brady, minority staff director; John Cuaderes, minority deputy staff director; Jennifer Safavian, minority chief counsel for oversight and investigations; Frederick Hill, minority director of communications; Dan Blankenburg, minority director of outreach and senior advisor; Adam Fromm, minority chief clerk and Member liaison; Kurt Bardella, minority press secretary; Howard Denis and Christopher Hixon, minority senior counsels; Brien Beattie, Alex Cooper, and Mark Marin, minority professional staff members; and Sharon Casey, minority executive assistant.

Chairman Towns. The committee will come to order. Good morn-

ing and thank you all for being here.

This is the third in a series of hearings this committee has held on the implementation of the American Recovery and Reinvestment Act of 2009. The purpose of this hearing is to examine the unique challenges faced by States, localities, and agencies in using and tracking Recovery Act funds. This hearing will also examine the paramount question: Is the Recovery Act working?

Five months ago, Congress committed nearly \$790 billion of taxpayers' money in an effort to stave off and reverse a tidal wave of State deficits, rampant layoffs, and sinking personal income. With billions of taxpayer money on the line, it is vital that we keep a watchful eye on the money being spent, the programs being executed, and the methods by which we measure progress toward revitalizing our economy.

Today, GAO is releasing its second bimonthly report on State and local use of Recovery Act funds. Frankly, there is good news

and bad news.

The good news is that money is flowing from the Federal Government to the States at a faster rate than the Congressional Budget

Office predicted at the beginning of this year.

I am also pleased that the Recovery Act has helped States and localities reduce the severity of budget cuts to the programs that unemployed people need most. In New York, for example, GAO found that the New York City School District anticipates saving 14,000 jobs as a result of the Recovery Act funding.

But there is also bad news. GAO found significant shortcomings

in the targeting and tracking of Recovery Act spending.

The Recovery Act places a priority on directing funds toward projects in economically distressed areas. However, there are substantial variations among States as to what constitutes an economically distressed area. For this reason, it is unclear as to whether Recovery Act funds are going where they are needed most.

This is particularly important with respect to transportation-related spending in distressed areas. Therefore, today, I am requesting a personal meeting with the Secretary of Transportation to discuss the importance of ensuring that Recovery Act spending on highway and other transportation infrastructure projects is focused on these economically distressed areas. I believe this is one of the key ways in which we can help create real jobs and do it quickly.

I want to note, however, that without appropriate guidance from the Office of Management and Budget and other Federal agencies on spending and accounting for Recovery Act funds, it will be difficult to measure our true progress in creating jobs and in minimizing waste, fraud, and abuse of Recovery Act funds. GAO found this to be a critical issue for New York and for other States as well.

OMB's failure to provide timely and necessary guidance begs the question, are we asking the States to do the impossible? Can they really provide accurate and reliable data on Recovery Act spending and job creation by the October 10th reporting deadline? I look for-

ward to hearing how OMB intends to resolve this problem.

I also remain concerned that the States are being asked to administer a funding program of unprecedented size without being given the necessary resources. They have been asked to fix the car but not given the mechanic or the tools to do so, or even the spare parts that are needed. And I see that GAO agrees with us that this is a serious problem.

In fact, that is why I introduced H.R. 2182, of course with the ranking member, Congressman Issa of California. Our bill increases the percentage of Recovery Act funds that may be used by States and localities to conduct administrative and oversight functions.

The House has passed H.R. 2182, but it has yet to be taken up in the Senate. I hope that one result of today's hearing and the re-

lease of the GAO's report is that it will reinforce the message to the Senate that this bill needs to be enacted as soon as possible. I would hope we can find ourselves in conference with the Senate prior to the August recess, at which time I also intend to address the Single Audit issues highlighted by GAO in its report.

Both this Congress and the administration have instituted an unprecedented level of oversight designed to ensure transparency and accountability of Recovery Act spending. In doing so, we have committed to an enormous undertaking to deal with the toughest

economic times this country has faced since the 1930's.

I hope that our distinguished witnesses can help us identify what needs to be done, what lessons have been learned so far, and what best practices have been identified so that we can ensure that taxpayers' money is being used effectively and responsibly.

Again, I want to thank our witnesses for appearing today, and

I look forward to your testimony.

At this time, I yield time to the ranking member from California,

Congressman Issa, for his opening statement.

[The prepared statement of Chairman Edolphus Towns follows:]

## HOUSE COMMITTEE ON OVERSIGHT & GOVERNMENT REFORM

### **CHAIRMAN EDOLPHUS TOWNS**

#### **OPENING STATEMENT**

#### **HEARING**

"TRACKING THE MONEY: PREVENTING WASTE, FRAUD AND ABUSE OF RECOVERY ACT FUNDING"

JULY 8, 2009

Good morning and thank you for being here.

This is the third in a series of hearings this Committee has held on the implementation of the American Recovery and Reinvestment Act of 2009. The purpose of this hearing is to examine the unique challenges faced by states, localities, and agencies in using and tracking Recovery Act funds.

This hearing will also examine the paramount question: Is the Recovery Act working?

Five months ago, Congress committed nearly \$790 billion of taxpayer money to an effort to stave off and reverse a tidal wave of state deficits, rampant layoffs, and sinking personal income. With billions of taxpayer money on the line, it is vital that we keep a watchful eye on the money being spent, the programs being executed, and the methods by which we measure progress toward revitalizing our economy.

Today, GAO is releasing its second bi-monthly report on state and local use of Recovery Act funds.

Frankly, there is good news and bad news.

The good news is that money is flowing from the Federal government to the states at a faster rate than the Congressional Budget Office predicted at the beginning of this year. I am also pleased that the Recovery Act has helped states and localities reduce the severity of budget cuts to the programs that unemployed people need most.

In New York, for example, GAO found that the New York City School District anticipates saving 14,000 jobs as a result of Recovery Act funding.

But there is also bad news. GAO found significant shortcomings in the targeting and tracking of Recovery Act spending.

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However, there is substantial variation among states as to what constitutes an economically distressed area. For this reason, it is unclear as to whether Recovery Act funds are going where they are needed most.

This is particularly important with respect to transportation-related spending in distressed areas.

Therefore, today I am requesting a personal meeting with the Secretary of Transportation to discuss the importance of ensuring that Recovery Act spending on highway and other transportation infrastructure projects is focused on these economically distressed areas. I believe

this is one of the key ways in which we can help create real jobs and do it quickly.

I want to note, however, that without appropriate guidance from the Office of Management and Budget (OMB) and other Federal agencies on spending and accounting for Recovery Act funds, it will be difficult to measure our true progress in creating jobs and in minimizing waste, fraud, and abuse of Recovery Act funds. GAO found this to be a critical issue for New York and for other states as well.

OMB's failure to provide timely and necessary guidance begs the question: are we asking the states to do the impossible? Can they really provide accurate and reliable data on Recovery Act spending and job creation by the October 10 reporting deadline?

I look forward to hearing how OMB intends to resolve this problem.

I also remain concerned that the states are being asked to administer a funding program of unprecedented size without being given the necessary resources. They have been asked to fix the car, but not given the mechanic, the tools, or the spare parts. And I see that GAO agrees with us that this is a serious problem.

In fact, that's why I introduced H.R. 2182, the Enhanced Oversight of State and Local Economic Recovery Act, which is cosponsored by Ranking Member Issa. Our bill increases the percentage of Recovery Act funds that may be used by states and localities to conduct administrative and oversight functions.

The House has passed H.R. 2182, but it has yet to be taken up in the Senate. I hope that one result of today's hearing and the release of the GAO report is that it will reinforce the message to the Senate that this bill needs to be enacted as soon as possible. I would hope we can find ourselves in conference with the Senate prior to the August recess, at which time I also intend to address the Single Audit issues highlighted by GAO in its report.

Both this Congress and the Administration have instituted an unprecedented level of oversight designed to ensure transparency and accountability for Recovery Act spending. In doing so, we have committed to an enormous undertaking to deal with the toughest economic times this country has faced since the 1930s.

I hope that our distinguished witnesses can help us identify what needs to be done, what lessons have been learned so far, and what best practices have been identified so that we can ensure that taxpayer money is being used effectively and responsibly.

Again, I want to thank our witnesses for appearing today, and I look forward to their testimony.

Mr. ISSA. Thank you, Mr. Chairman. And thank you for holding

this important hearing today.

Mr. Chairman, just today, the USA Today's headline read, "States Aren't Using Stimulus Funds as Intended." Mr. Chairman, thanks to your work on this issue, we were already well aware that ultimately a great deal of the money delivered to the States has, in fact, been cost-shifted to projects not originally intended and that our funds have gone toward maintenance of many jobs, including, as we will hear today I'm sure, the retention of teachers or even retention bonuses to hold on to teachers. I will be interested today to hear from the GAO and others how we score a job saved or created when, in fact, it goes to a retention bonus.

Mr. Chairman, when the government spends \$787 billion in this make-work stimulus effort, in selling the stimulus package the administration promised the American people that the legislation would create or save 3.5 million jobs and prevent the U.S. unem-

ployment rate from rising above 8 percent.

Mr. Chairman, I opposed the stimulus. And I might remind you, it was the second stimulus, having already tried handing out dollars under the previous administration. I voted for that stimulus. One might say, fool me once, shame on you; fool me twice, shame on me. In fact, I believe that the discredited Keynesian economic theory behind the effort is misguided, and I am convinced that it won't work.

Unfortunately, recent economic data has validated my opposition. The U.S. economy lost 433,000 net jobs in June, bringing the unemployment rate to 9.5 percent. These job losses come on the heels of other declining economic indicators that bring total American jobs lost since President Obama took office to 2.6 million.

Mr. Chairman, I might remind you, all those jobs lost are in the private sector. In fact, the public sector, and particularly the Federal Government, has increased employment. We are, in fact, a job

factory.

As the committee Democrats rightfully noted in their briefing memorandum, the purpose of the stimulus was putting the unemployed back to work. Mr. Chairman, these troubling job numbers have shown beyond a doubt that so far the stimulus has failed to do that.

When Vice President Biden was asked to justify the administration's stimulus job promises in the face of economic reality, he admitted the administration, "misread the economy." The misreading, however, didn't stop the administration from touring the country, hyping the success of stimulus efforts creating 150,000 jobs.

These job claims are based on the same flawed macroeconomic models that the Vice President now admits were mistaken. These macroeconomic models also reflected the unaccountable measures of jobs saved. Since no one can possibly dispute or disprove the jobs-saved claims of the administration, in fact, we are by definition forced to say, "The jobs must be saved, but others were lost."

Mr. Chairman, I'm not going to dispute that the money was

Mr. Chairman, I'm not going to dispute that the money was spent by the administration in good faith in order to help the economy. Many of the, "down payments" made on programs are, in fact, programs which the administration believes in the long run will do a great deal of good. Even the dollars sent in checks that ulti-

mately ended up being deposited, rather than spent, were intended

to be spent to help stimulate the economy.

The OMB guidance fails to include today a requirement for receipt of reports to be accessible to the public in raw data feed. That is one of the areas I'm most concerned at and will be asking. Aren't the American people, in this day and age in which we can Google and find out what the neighbor's house next-door is worth, when it last sold, what it's appraised at, and when in fact it goes into escrow, why are we not in fact able to see when money was spent, no matter how spent, by the Federal, State, or local governments?

I look forward to discussing these issues today with OMB Deputy Director Rob Nabors, and I thank him for appearing before this committee. I also look forward to hearing from Mike Pickett, CEO

of Onvia, the private-sector provider of Recovery.org.

And I know my time is expiring. I just want to ask unanimous consent to put the rest of it in the record and take just one moment to note that we're going to see today in written testimony that Recovery.org, in fact, outperforms and is out used by the Federal Gov-

ernment's own Recovery.gov.

And I think that's very telling of what we're going to ask our first panel today, which is: Why is it government, at greater expense, cannot equal the private sector? And if we cannot equal the private sector in providing information, then should we, in fact, simply dump our raw data and allow private-sector companies to monetize it or pay them to make it available rather than to continue to invest countless tens of billions of dollars into IT infrastructure that always seems to look pretty and seldom delivers its promise?

And, Mr. Chairman, I'll put the rest in for the record, and thank

you for your indulgence. I yield back.

[The prepared statement of Hon. Darrell E. Issa follows:]

EDOLPHUS TOWNS, NEW YORK CHAIRMAN

DARRELL E. ISSA, CALIFORNIA RANKING MINORITY MEMBER

#### ONE HUNDRED ELEVENTH CONGRESS

#### Congress of the United States

#### House of Representatibes

COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM 2157 RAYBURN HOUSE OFFICE BUILDING WASHINGTON, DC 20515–6143

> Majority (202) 225-5051 Minority (202) 225-5074

Statement of Rep. Darrell E. Issa, Ranking Member
Hearing on "Tracking the Money: Preventing Waste, Fraud, and Abuse of Recovery Act Funding."
July 8, 2009

Mr. Chairman, thank you for holding today's hearing. In response to the financial crisis, Congress and the Administration have pumped trillions of taxpayer dollars into the economy in the form of bailouts, rescue packages, and government spending. Part of this effort included a \$787 billion make-work "stimulus" effort. In selling the stimulus package, the Administration promised the American people that the legislation would create or save 3.5 million jobs and prevent the U.S. unemployment rate from rising above 8%.

Mr. Chairman, I opposed the stimulus. I thought the outdated and discredited Keynesian economic theory behind the effort was misguided, and I was convinced it wouldn't work. Unfortunately, recent economic data has validated my opposition. The U.S. economy lost 433,000 jobs in June, bringing the unemployment rate to 9.5%. These job losses come on the heels of other declining economic indicators, and bring the total number of American jobs lost since President Obama took office to over 2.6 million.

As the Committee Democrats rightly noted in their briefing memorandum, the purpose of the stimulus was "putting the unemployed back to work." Mr. Chairman, these troubling job numbers have shown beyond doubt that so far the stimulus has failed.

When Vice President Biden was asked to justify the Administration's stimulus job promises in the face of economic reality, he admitted that the Administration "misread the economy." This misreading, however, didn't stop the Administration from touring the country hyping the success of the stimulus effort in creating 150,000 jobs. These job claims are based on the same flawed macroeconomic models that the Vice President now admits were incredibly mistaken.

These macroeconomic models also reflected the cleverly unaccountable measure of "jobs saved." Since no one can possibly disprove a "jobs saved" claim, the Administration has rigged the game in its own favor. As our Senate Democrat colleague Max Baucus said, the Administration has "created a situation where [it] cannot be wrong."

OMB, in its most recent guidance to stimulus recipients, has proposed an additional method of reporting the employment effects of the stimulus: the counting heads approach. The Administration has directed stimulus recipients to simply "count the people being paid out of Recovery act dollars." OMB's guidance is seriously deficient, as it ignores the crucial challenge of understanding whether people employed with stimulus funds were (or would have been) unemployed in the absence of the stimulus, or whether they simply would have been employed elsewhere. Thus, the guidance will likely lead to inflated job reports from stimulus recipients.

In addition, OMB's guidance fails to include a requirement that recipient reports be accessible to the public as a raw data feed. If a raw data feed were made available for the public to download and subscribe to, the vast army of e-transparency advocates, bloggers, and the watchdog community would use it to produce any number of interesting and informative ways to display the information. The lack of a data feed contradicts another Administration promise: that the stimulus would be implemented with an unprecedented level of transparency and accountability. As one nonpartisan watchdog group pointed out, "This is a significant failure by the Administration to live up to its promise for full and complete disclosure. Significant failure."

I look forward to discussing these issues today with OMB Deputy Director Rob Nabors, and I thank him for appearing before the Committee. I also look forward to hearing from Mike Pickett, CEO of Onvia, the private-sector provider of Recovery.org, which tracks stimulus spending using proprietary search technology and presents it free of charge to the public. By all accounts, the private-sector Recovery.org is significantly more effective than the public-sector Recovery.gov in accounting for stimulus spending. I look forward to learning about the methods behind the success of Recovery.org, and understanding what lessons learned can be applied to the federal government's efforts to track stimulus spending.

I would also like to thank the governors of Maryland, Massachusetts, and Pennsylvania for appearing before the Committee today. It is important that many of our states come to grips with their spending problems, and avoid turning to taxpayers in other states (through the federal government) to bail them out. My home state of California is currently suffering through this problem.

It is also important that we learn what the states are doing to prevent and detect waste and fraud in stimulus spending. Earl Devaney, Chairman of the Recovery Accountability and Transparency Board, suggested to the Committee in March that \$55 billion of stimulus funds will be wasted. I look forward to learning what the governors are doing to prevent the waste of taxpayer money, and whether the guidance they've received from the federal government is sufficient.

Mr. Chairman, thank you again for calling this hearing.

Chairman Towns. Thank you very much, Congressman Issa. In addition to receiving the testimony of the witnesses before us today, the committee has received statements for the record from the National Governors Association and the National Association of State Auditors, Comptrollers, and Treasurers. These organizations provide the financial support that the States need to create and preserve jobs. Of course, without objection, I enter these written statements the record.

[The information referred to follows:]



# Tracking the Money: Preventing Waste, Fraud, and Abuse of Recovery Act Funding

Statement of the National Governors Association to the Committee on Oversight and Governmental Reform, U.S. House of Representatives

July 8, 2009

Chairman Towns, Ranking Member Issa, members of the committee, on behalf of the nation's governors, thank you for holding a hearing to review and discuss state efforts to implement the American Recovery and Reinvestment Act (ARRA).

#### Background

The economic conditions governors face in their states are unprecedented. Earlier this year NGA estimated that state budget shortfalls for fiscal years 2009 and 2010 would top \$230 billion as a result of falling revenues from the faltering economy. These shortfalls mean that governors must cut services or develop new sources of revenues to meet state balanced budget requirements -- actions that could slow an economic turnaround.

Furthermore, history has shown that states experience the worst fiscal conditions the year after a national recession ends. With economists forecasting that the economy will continue to contract through 2009, and unemployment rates increasing into 2010, governors are planning for difficult financial times through fiscal year 2011 and possibly 2012.

As a result, NGA issued a paper with recommendations regarding a possible federal stimulus bill to spur the economy and put people back to work. NGA's recommendations included countercyclical funding for states to reduce the need for cuts to services or tax increases; investments in infrastructure to create jobs and promote economic competitiveness; and funding for safety net programs to help individuals impacted by the downturn.

Governors also met with then President-elect Obama and Vice President-elect Biden to discuss the economy and encouraged the incoming administration to hold governors accountable for the use of federal recovery funds. Specifically, governors voiced support for use-it-or-lose it criteria to ensure rapid deployment of federal dollars.

The ARRA reflects each of these recommendations. It provides more than \$135 billion to states in countercyclical funds through Medicaid and education. It invests in core infrastructure including highway, transit and water systems. It also provides additional funds to extend unemployment assistance and other benefits for individuals and families. All told, of the \$787 billion provided by the ARRA, more than \$246 billion will go to or be administered by states. This places states, and governors, on the front lines partnering with the federal government to make the ARRA work.

To one extent this hearing is premature. Having just passed in February, most ARRA funds remain in the hands of the federal government, and the federal agencies charged with distributing the funds are still developing or only recently completed the guidance and rules necessary for states to implement the act.

On the other hand, this hearing is well-timed because meeting the levels of transparency and accountability called for by the ARRA will take an extraordinary level of cooperation and coordination between federal agencies and state and local governments. If developed properly, federal and state rules should help spend federal funds efficiently and prevent waste, fraud and abuse. If, however, federal, state and local efforts are not well coordinated, funds may be spent too quickly or on projects that do not maximize job creation or economic growth.

As this committee reviews federal and state actions to implement the ARRA, NGA offers the following recommendations:

#### · Coordinate and streamline reporting requirements and oversight

Congress and the Administration should avoid duplicative or unnecessary reporting requirements by sharing information and developing common definitions to make state reporting easier and more usable. National and regional oversight activities also should be coordinated to avoid duplication and minimize the impact on limited state resources.

#### · Provide resources for accountability and transparency

Millions of dollars were provided to federal Inspectors General to conduct oversight and prevent waste, fraud and abuse. Flexibility in the use of ARRA funds by states to meet transparency and accountability standards is necessary to develop and improve state systems and capabilities to meet ARRA requirements. OMB efforts to allow states to use up to .5 percent of ARRA funds for administration are helpful, but not sufficient to adequately support state oversight and accountability efforts.

#### · Allow time for planning

ARRA's objective of spending money quickly must be tempered with the objective of spending federal taxpayer dollars wisely. Congress and the Administration should provide states flexibility to organize and plan after federal rules are finalized to ensure proper handling and priority setting at the state level. This would allow ready-to-go states to move forward immediately and provide others time to build capacity to meet ARRA requirements.

#### • Communicate with and through Governor's Offices

The ARRA provides states and governors with central responsibility for using and administering federal recovery funds. Federal officials should therefore ensure that the governor's office is kept informed of all federal spending and activities that occur in a state. Governors must also have access to all reporting information on both a transactional and aggregate basis to ensure accurate, consistent and quality reporting of expenditure and job creation data.

#### The State Role

During any economic downturn, states are key players from three major perspectives. First, they administer most of the safety net programs in the United States. The four major programs that can both help stabilize the economy and provide benefits to individuals in need are 1) Medicaid, 2) welfare benefits, 3) unemployment compensation and 4) food stamps. All of these are federal-state programs that receive major federal funding.

Second, states can quickly create jobs in the short-run through infrastructure investment such as highways, transit projects and water and sewer system modernization. States are able to do this quickly because states administer many infrastructure programs and have detailed information regarding unmet needs.

Third, because of balanced budget requirements<sup>1</sup>, states typically react to downturns by cutting spending and raising taxes, which make the downturn more severe. Direct federal government payments to states to help offset these actions is therefore one of the most powerful countercyclical actions the federal government can take.

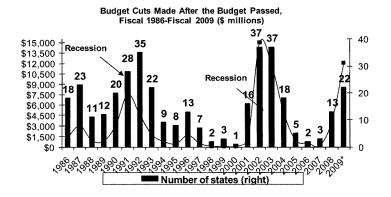
#### State Shortfalls

A survey of state fiscal conditions late last year projected state shortfalls of \$230 billion for FY 2009 and FY 2010. NGA's best estimate is that without ARRA dollars, states would face budget gaps of \$200 to \$250 billion through fiscal year 2011. Tax collections continue to trend downward with sales tax, corporate business tax and personal income tax revenue all staying negative during the first quarter of 2009. Income tax revenues are likely to dip most after unemployment peaks, which could be as late as mid-2010.

#### State Impacts Lag the Downturn

Unfortunately, even with distribution of ARRA funds, states' fiscal picture will continue to deteriorate over the next two years. When the economy slows, state sales tax revenues decline as reductions in personal consumption often lead downturns. Rising unemployment is the next sign, which in turn leads to declines in state personal and corporate income tax revenues. The increase in unemployment also often leads to increases in the demand for food stamps, unemployment benefits and Medicaid payments, which is currently about 21 percent of state budgets.

The lag effect on states was evident in each of the last two recessions. The recession that ended in 1991 resulted in 28 states cutting budgets that year. States, however, continued to experience the recession's impact and in 1992, 35 states cut budgets. Similarly in 2001, when the most recent recession ended, 16 states cut budgets. However, 37 states cut budgets in each of the next two years—2002 and 2003. (See Chart: Budget Cuts Made After the Budget Passed). If the current downturn continues and follows the path of past recessions, most states will face budget shortfalls in 2010, 2011 and possibly 2012.



<sup>&</sup>lt;sup>1</sup> All but one state has a balance budget requirement.

#### Managing the American Recovery and Reinvestment Act

With more than \$246 billion in recovery funds flowing to or through states, governors have taken an aggressive approach to managing ARRA funds and programs. Governors are keenly aware of the inherent tension the ARRA's objectives pose for states: spend funds quickly; target funds effectively; and prevent waste, fraud and abuse. These objectives must also be measured against the fact that ARRA funds are temporary and cannot be counted on to fund long-term reforms or benefit expansions.

From a state perspective, it is critical to think in terms of the ARRA's various categories of spending because they have very different intents and many require different management structures, reporting requirements, and the involvement of state legislatures. Four categories are particularly important.

#### a. Countercyclical Funds

There are two major categories of the countercyclical funds, which are the most flexible funds. First, there is the \$87 billion in estimated federal increase in Medicaid funds. Second, there is \$48 billion in the State Fiscal Stabilization Fund, which includes \$8.8 billion that can be used for any purpose as well as education, and \$39.5 billion that must be used for elementary, secondary and higher education. Because education averages about 46 percent of state budgets, it provides considerable fiscal relief. It is important to note that local school districts will also receive an additional \$25 billion in Title I and special education grants for education. The combination of Medicaid enhancements and the State Stabilization Fund means that the flexible funds provided under the act total about \$135 billion.

This \$135 billion is critical for states because it can be used to offset states' projected \$200-\$250 billion in shortfalls through fiscal year 2011. The new dollars are an appropriate amount that will help stabilize the economy and offset the most draconian cuts, but will keep the pressure on states to continue to consolidate, streamline and downsize state government. Already ARRA funds have had a positive economic impact: states postponed planned cuts and tax increases for fiscal year 2010. That being said, several state revenues fell well below worst-case-scenario projections during the first six months of this year. Consequently, while states hoped to use countercyclical funds in FY 2010 and 2011, many were forced to accelerate the use of such funds to close budget gaps in FY 2009.

Although the allocation of countercyclical funds across states could be better targeted, the Medicaid formula does account for economic stress, and therefore many of the states with the worst underlying economics get a larger allocation of funds. There are only a few small states—generally those that produce energy—that may receive funds above their needs. For most states, these flexible federal funds are far short of need. The fact that the Medicaid funds were retroactive to October 1, 2008, was extremely helpful in allowing states to postpone planned cuts. It is important to note, however, that even after the recovery package, states will continue to face a shortfall of more than \$200 billion over the next three years, and will therefore continue to reduce spending and consider increasing taxes to balance their budgets.

#### b. Appropriated Programs

The ARRA contains a significant number of direct appropriations into existing federal-state programs, which run the gamut from \$27.5 billion for highways to \$1 billion for community services block grants to \$3.1 billion for state energy grants. States have little flexibility here and must spend these additional funds in the specified program areas. Many of these grants are formula while others are discretionary or competitive grants. This category includes about 50 programs, and in many cases, states are required to obligate and spend these funds quickly to create jobs.

#### c. Safety Net

The ARRA also expands on a number of safety net programs such as transitional Medicaid assistance, food stamps and unemployment insurance. Most of these programs will require states to make decisions regarding new eligibility and benefit levels, which may require state legislative changes as well as major changes to business processes and management information systems. Safety net funds are generally spent quickly by recipients and, thus, have a positive macroeconomic impact.

#### d. Foundations for Economic Development

The ARRA also provides funds for several long-run investments with the potential for economic growth including: alternative energy and smart grid technology; Health IT; broadband deployment and access; high-speed rail; and funding for research and development. Most of the funding in these areas is for new programs that require significant planning and development by both the federal government and states. Maximizing these dollars requires a coordinated approach, governance structure and clear strategic goals. More than any other type of funding under the ARRA, these funds are targeted towards establishing capabilities to develop and promote long-term economic growth.

#### Accountability and Transparency

The legislation contains numerous provisions to ensure that the appropriated funds are spent as intended by Congress. As a result, state activities will be subjected to extensive public scrutiny and to enhanced oversight by a variety of federal entities, including federal program managers, agency inspectors general, and the Government Accountability Office (GAO). Federal efforts are being coordinated by the newly established Recovery Accountability and Transparency Board, which is charged with preventing potential waste, fraud and abuse and is made up of inspectors general from several federal agencies.

In addition, the legislation requires the board to operate the Web site, <a href="www.recovery.gov">www.recovery.gov</a>, as a portal or gateway to key information related to recovery efforts and to provide a window to other government Web sites with related information. States will be required to use this Web site to post information on the use of both operational funding and infrastructure investments. The required information is generally more detailed than mandated by current statutes including:

- · Descriptions of the intended use of the funds;
- · Impact on job development and preservation; and
- Copies of individual grants and contracts.

Finally, the legislation includes substantial increases in the appropriations for the GAO and departmental inspectors general. It also requires grantees to provide federal reviewers with unfettered access to state records and establishes new whistle-blower protections, including the authority for federal inspectors general to review and decide claims regarding retaliation. GAO has already identified and initiated reviews of implementation activities in 16 states.

#### Challenges for States

Governors expect to be held fully accountable for their use of ARRA funds. To best achieve these objectives, governors are acting to build or expand a capacity to:

- Plan and establish priorities;
- · Obtain necessary legislative and public support;
- Coordinate the interaction between state and federal agencies;
- Oversee state agency implementation, including coordination and collaboration across agency and program lines;
- Expand workforce capacity to develop and monitor a rapid growth in contracts;
- Ensure compliance with grant requirements, including transparency and accountability provisions; and
- Facilitate local government and private sector opportunities to utilize federal grant and loan programs to the maximum extent.

#### State Planning

Governors understand that thoughtful planning and skilled implementation are necessary to achieve the full benefit of the opportunities encompassed in the ARRA. Planning is required to ensure that new spending is timed to provide necessary resources over the duration of the recession and initial recovery. Failure to plan early for the next two to three years could worsen the out-year impact because states may be hard pressed to meet service expectations or commitments one ARRA funds are exhausted.

Planning is also vital to ensure that available funds are used strategically to address both short-term needs of individuals adversely affected by the recession and opportunities to invest in future economic growth. A thoughtful planning process that involves multiple stakeholders at an early stage can help both to identify priorities and the opportunities to coordinate a variety of funding sources to help achieve broader goals. That process also can help identify and address issues relating to the sustainability of programs and services that may be initiated or expanded under the ARRA.

To organize ARRA planning and implementation efforts, states have tended to organize around a single individual or task force. These single points of authority provide the broad perspective and ability to coordinate funding across stove-piped federal programs to maximize job creation and economic growth. These are also generally the offices that will be in charge of fulfilling the ARRA's extensive public reporting provisions.

#### Good news about ARRA

Although the Act is only a couple of months old, there is positive news.

- The Administration, individual agencies and OMB have provided a substantial amount of guidance and funds are beginning to flow.
- Every governor has appointed key staff to serve as their leads and many have appointed task forces with private sector and community leaders.
- OMB, GAO and individual agencies have been accessible and cooperative in working with state organizations to solve problems as they become known.
- Perhaps most important, the recovery package was well timed. The history on fiscal policy changes to stimulate economic growth has been very poor. Specifically, past stimulus packages have generally come too late and the impact is often after the economy has already turned up. Given the length of this downturn, however, this package will likely moderate the downturn in two important ways. First, the flexible or countercyclical funds have already allowed many states to postpone planned budget cuts or tax increases. This has had the positive impact of limiting the magnitude of the downturn. Second, the economy is still deteriorating although more slowly, and funds from the stimulus are now being spent. Thus, this recovery package should be helpful over the next year in both limiting the downturn and perhaps helping the economy to turn the corner. Unlike most previous fiscal policy changes, the ARRA was not too late.

#### Ongoing Challenges

While there is some very positive news, it is also true that governors and states face a number of challenges.

#### Spend funds quickly and create jobs versus accountability and transparency

A major challenge for states is to spend the money quickly to maximize job creation while maintaining program stability and efficiency and filling a budget gap that will last at least three years. The three year projection is based on the assumption that it will take two years for GDP to return to the 2008 level and a third year, based on historical observations that the year after a recession is generally the most difficult fiscal period for states. Given that all of the economic stimulus funds are temporary, it will be extremely difficult for states to spend funds quickly, fill a three-year budget gap and maintain program stability and efficiency.

#### · Unprecedented reporting and transparency

States will be accountable not only to the various agencies and OMB, but also the new Recovery Act Transparency and Accountability Board, GAO and the public. OMB only recently published recipient reporting requirements states must follow for their October 10<sup>th</sup> reports. It will be difficult for states to fully and accurately report all recipient data a mere 10 days after the close of the fiscal quarter as required by the statute. Additional time to reconcile and correct state reports also will be necessary to ensure accurate and quality information, especially for the initial reporting period.

#### Lack of funds for accountability and prevention of waste, fraud and abuse

While ARRA provided ample funding for federal oversight activities, little was provided for states. The transparency and accountability at the heart of the ARRA is quite different from

that of existing programs. Consequently, it will require tracking systems and capabilities that may differ from those currently employed by states. Existing state information systems will need to be upgraded or replaced to meet ARRA standards. OMB guidance providing access to up to .5 percent of ARRA funds for administrative purposes was welcomed, but the complexity of the system, the increased responsibilities being placed on state oversight and auditing resources and diminished state revenues mean that additional help is needed.

#### · Uncoordinated requests for information

Multiple requests for information from the Administration and Congress are an issue because to date they have not been well coordinated. In some instances states are being asked for the same information from the national and regional branches of the same organization. Responding to these requests take time and occupy scarce state resources. NGA recommends that to the extent possible, future federal and congressional oversight activities rely primarily upon the massive volume of information the federal government will receive quarterly from states rather than requesting new or different information about the same projects.

#### Accurately counting jobs retained and created

A primary focus of ARRA is to save and create jobs. Although OMB established a single set of guidelines to calculate the number of jobs created and saved, the jobs data will likely be of limited value for making comparisons across projects, states or regions.

#### Launch new programs and run old programs with new requirements

States face significant challenges in those program areas where there was not an existing program before ARRA or where the budget increases were dramatic. The Weatherization Program is an example where states must scale up capacity to manage and distribute a massive influx of funds over the next 24 months. In addition, the application of "Buy American" and Davis-Bacon requirements to programs not traditionally subject to such provisions is proving problematic because without clear guidance and rules states are reluctant to sign contracts and expend funds that may result in future penalties.

#### • Develop long-term plans to maximize ARRA dollars

States need time to plan and execute in the five areas (Health IT, broadband, high speed rail, R&D and alternative energy and smart grid) for long-run growth. The focus of these programs is different from short-run stimulus programs and thus effective and efficient planning, as opposed to accelerating spending, should be the priority.

#### · Maintain and rebuild state capacity

Most states have cut budgets over the last two years and therefore have less capacity to execute significant increases in spending or take advantage of new programs requiring state matching funds. These cuts are likely to increase and continue throughout fiscal years 2010 and 2011. States will rebuild capacity to take advantage of ARRA opportunities, but it will take time.

#### Obtain access ARRA data to manage recovery

From the public's perspective, governors are responsible for all funds that go to a state regardless of whether they flow through a state or go directly to a quasi-independent agency, (e.g., a port authority), or a local government. In order for governors to effectively manage ARRA implementation for their states, governors must be notified in a timely manner of all investments made in their individual states. Governors must also have access to recovery information gathered at the federal level to ensure accurate, consistent and quality reporting of expenditure and job creation data from their states.

The National Governors Association appreciates the opportunity to provide its perspective on the implementation of ARRA by the states. We cannot stress vigorously enough that states are very early in the implementation process and therefore these comments must be viewed as preliminary. The nation's governors welcome the opportunity to work with you as you review ARRA implementation and the actions of states to put people back to work, make our nation more competitive and speed economic recovery.



#### Testimony for the Record

#### Presented by the National Association of State Auditors, Comptrollers and Treasurers

#### To the Committee on Oversight and Government Reform United States House of Representatives

Hearing on "Tracking the Money: Preventing Waste, Fraud, and Abuse of Recovery Act Funding"

July 8, 2009

Chairman Towns, Ranking Member Issa and Members of the Committee: Thank you for the opportunity to provide our views on issues surrounding the implementation of the American Recovery and Reinvestment Act of 2009 (ARRA).

The National Association of State Auditors, Comptrollers and Treasurers (NASACT) is a national organization whose members are comprised of the top finance officers in each state. Our members have the titles of state auditor, state comptroller, and state treasurer. Both elected and appointed, these officials assure that taxpayer dollars are invested, expended and accounted for and that the flow of money into states is monitored, not only for waste, fraud and abuse, but for efficiency and effectiveness.

While accountability and transparency seem to be the buzzwords of the day, these are not new concepts for state auditors, comptrollers and treasurers. Each of these officials plays a vital role in assuring transparent expenditures and accountable processes. The effective and efficient expenditure of funds, including those provided by the Recovery Act, is the number one priority for our members.

We share fully your commitment to minimizing opportunities for waste, fraud and abuse as the Recovery Act is implemented. However, we have a number of concerns regarding our ability to realistically meet the challenges that lay before us.

Topping this list is the lack of funding for state and local accountability professionals and our capacity to carry out the objectives of the Recovery Act. There seems to be significant emphasis on accountability of Recovery Act funds at the federal level, as is shown through the significant dollars given to the federal inspectors general community and the Recovery Accountability and Transparency Board in the act. However, there is no similar provision for direct funding at the state and local levels. Foremost on our minds is how to address the efforts needed to face the inherent risks of fraud and abuse when significant amounts of money are distributed quickly – particularly without the necessary resources to do so.

We sincerely appreciate the Chairman's previous concerns over the funding issues and applaud the introduction of a proposal (H.R. 2182) to set aside up to 0.5 percent to conduct oversight and planning activities. Unfortunately, since there are no requirements as to how the 0.5 percent may be spent by states, this proposal is unlikely to assist many of our members as they will be competing with higher

priorities for recovery dollars within the states. Money for audit or to upgrade dated accounting systems is not generally a priority when children lack needed school books. Given the option, most states will choose to carry out program objectives even where additional funding for administrative purposes is allowable. Thus, state accountability professionals are left without meaningful relief.

In March, Illinois Auditor General William G. Holland came before this committee to discuss several challenges facing the state audit community. These challenges remain today, although we now have a clearer picture of what will be required of state auditors and comptrollers in providing accountability over Recovery Act funds. It is very clear that our members will face additional responsibilities to accommodate the major emphasis placed on assuring unprecedented levels of accountability and transparency by both Congress and the Administration. Determining exactly how much work will be necessary to carry out the intentions of the Recovery Act however, remains an unknown, since information such as the final requirements for work conducted in accordance with the Single Audit is not yet available. This year, more than at any other time, timely guidance is sorely needed.

That being said, we should note that several of our members have been quite proactive in conducting audits, oversight, and review work on the front end to ensure that the appropriate internal controls are in place to minimize risk. We fear, however, that this work may cease if additional requirements are imposed without additional funding or Single Audit relief.

In terms of using the Single Audit for Recovery Act oversight, we understand that there is a desire to treat all, or substantially all, programs receiving ARRA funds as major programs. This anticipated directive would be particularly problematic as designating every federal program with ARRA expenditures as major, no matter how immaterial, would require a significant increase in staffing at a time when audit shops have had significant cuts in staff. In fact, we recently conducted a poll of our auditor and comptroller members to determine how the economic downturn has affected staffing in those offices. The findings are alarming and highlight the crisis we face in meeting the challenge of minimizing risk and conducting appropriate oversight of Recovery Act funds. Some state audit offices are reporting as much as a 26 percent reduction in staff just last year, and others have noted significant furloughs, hiring freezes and other cost savings measures that are having detrimental effects on their work. State comptroller offices are experiencing similar human capital and resource shortfalls. We remain very concerned that while the workload for our members continues to increase, staffing and resources will continue to decline.

Additionally, we believe that treating every program as major simply does not make sense since the vast majority of findings are repeat findings and the deficiencies are already known at the federal level. Since a large majority of ARRA funds will flow through existing programs, we do not feel that conducting additional work to reveal the same risk factors is the best use of our resources. There really is nothing distinctive about ARRA funds that should warrant special treatment and usurp the auditor's professional judgment within the existing guidelines and rules. We suggest that ARRA funds be considered with all other federal funds subject to the same existing processes that are used to determine major programs.

We also understand that there is a movement afoot to reduce the Single Audit submission deadline from nine to six months. A six-month deadline would be very difficult, if not impossible, to meet since most states' comprehensive annual financial reports (CAFRs) are not completed until December, approximately six-months after the end of the fiscal year. Changing the Single Audit deadline is not just an audit issue but rather an issue that must take into consideration a number of factors. Gathering the required financial statement information from component units remains the key obstacle for states to releasing financial statements in a timelier manner. Systems are also a problem in several states. States are not likely to compromise on receiving an unqualified audit opinion just to release their CAFRs earlier. A disclaimer

audit opinion would likely reduce a state's bond rating, a very undesirable result. Additionally, some states experience difficulties in preparing accurate and timely schedules of expenditures of federal awards, further delaying the auditor's ability to do timely Single Audit work.

Lastly, we understand that a proposal is being discussed that would require a certification on internal controls. From a practical point of view, it would be impossible to mandate specific internal controls in many cases. States and their myriad of agencies and systems are much too diverse for this. Entities will not be able to certify that controls are in place and operating without incurring significant costs to test the controls separately from their external audit. It also appears that the external auditor will be required to render an opinion on the effectiveness of internal control. In essence, it appears that the internal control aspects of Sarbanes-Oxley would be made applicable to Recovery Act funds. We should consider how much such measures cost the private sector and evaluate whether the value being added over current practice is really worth the additional work. We submit that current internal control reporting is almost as valuable as an opinion on internal control at a fraction of the cost.

So the real question is "How do we take on the additional work required to assure accountability and transparency over Recovery Act funds when staffing is at record lows?" Designated funding would provide some relief but will not fully solve the capacity issue. Finding experienced individuals to conduct this important work is elusive and concerning.

We believe that the money intended to help stabilize our country's economy should be expended in the most efficient and effective manner, and we intend to do our part. We hope, however, that we can work with Congress and others to establish proper channels to promote accountability and transparency over Recovery Act funds without placing an unrealistic workload on our already strained member offices.

We look forward to additional hearings on this important issue and would be happy to answer any questions or provide additional details. Mr. Chairman, Ranking Member Issa and members of the Committee, thank you for the opportunity to express our views.

Chairman Towns. We will now turn to our panel of witnesses. It is committee policy that all witnesses be sworn in, so if you will raise your right hands and repeat after me.

[Witnesses sworn.]

Chairman Towns. Let the record reflect that the witnesses have answered in the affirmative.

You may be seated.

Our witnesses today: Mr. Gene Dodaro is the Acting Comptroller General of the United States and leads the Government Accountability Office. Under the Recovery Act, GAO was charged with tracking stimulus dollars to promote efficiency and track waste and fraud. And today, GAO is issuing its second bimonthly report.

Welcome, Mr. Dodaro.

Mr. Rob Nabors is the Deputy Director of the Office of Management and Budget. Previously, Mr. Nabors served the House as clerk and staff director of the Appropriations Committee. OMB is also monitoring stimulus spending and is responsible for implementing the transparency requirement of the Recovery Act, including providing guidance to States.

At this time, I ask that each witness deliver their testimony within 5 minutes. And I'm sure you've been here before, but I just want to sort of re-emphasize, because every now and then we have to re-emphasize this. Starts out with a green light, then it goes to a yellow light, and then 1 minute later there's a red light. Now, red light everywhere means stop.

So with that in mind, Mr. Dodaro, why don't you start.

STATEMENTS OF GENE L. DODARO, ACTING COMPTROLLER GENERAL, GOVERNMENT ACCOUNTABILITY OFFICE; AND ROBERT L. NABORS II, DEPUTY DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET

#### STATEMENT OF GENE L. DODARO

Mr. Dodaro. Thank you very much, Mr. Chairman, Ranking Member Issa, members of the committee. I'm very pleased to be here today to discuss GAO's second bimonthly review of the use of Recovery Act funds by selected States and localities.

In order to carry out our statutory responsibilities, we've selected 16 States and the District of Columbia to review over the next 2 to 3 years to do a longitudinal study of the use of the money by those localities, how they're safeguarding the money, and reporting on the impact. Now, these 17 jurisdictions will receive approximately two-thirds of the Recovery Act funds that will be flowing to these States and localities.

Now, one of the reasons we're doing a longitudinal study, as you can see from this chart here, while about \$49 billion was estimated by CBO to flow to the States and localities in 2009, the peak period for Recovery Act funds to be outlaid will be 2010. And 2011 will continue the funds distributed to the State and localities in outlay. So the money will be distributed. Approximately \$280 billion will be going to the State and localities. So far, of the \$49 billion that was estimated to go to the States nationally, about \$29 billion has been distributed there as well.

Now, the character of the spending is shown for this fiscal year, 2009, in this following chart. The predominant amount of money that will be outlaid to the States and localities is in the Medicaid program, where the Federal Government's matching share has been increased. Every State received an increase of 6.2 percent and then additional increases based upon unemployment rates in those States and localities. Among the 17 jurisdictions, ours range from an increased Federal share of 6.2 percent in Iowa up to 12.24 percent in Florida.

So far, the 17 jurisdictions that we looked at had drawn down \$15 billion in the Medicaid spending area, about 86 percent of the approximately \$17.5 billion that had been allocated to them through the third quarter of this fiscal year. They're using the money to maintain Medicaid benefit levels and provide services. Most of the States that we visited also had increased caseloads in the Medicaid area, and this has enabled them to be able to do that. The increased Federal share also freed up State moneys potentially that could be used in other areas and to help them with their fiscal stresses.

The second area is the State Stabilization Fund. About 82 percent of that money is to be used for education purposes and distributed to local education agencies or institutions of higher learning; 18 percent can be used to stabilize public services, particularly public safety, and could be—they have more discretion on using the money.

The 17 jurisdictions we visited had been allocated by the Department of Education almost \$17 billion. So far, they've drawn down \$4.3 billion or about 25 percent of the money that's been allocated.

And the highway area is the next largest area. The 17 jurisdictions we had received had been allocated about \$15.5 billion. They've obligated about \$9.2 billion or slightly over that. So about 59 percent of the money's been obligated.

Now, obligated here means that the Federal Department of Transportation and the State have agreed on the nature of the projects. The projects in the localities we visited, there were about 2,600 projects that had been approved already, most of them for paving roads or widening roads since that could be allocated more quickly, in the State's opinion.

So far, the way that program works is that States are reimbursed as they're making payments. So, of those 17 localities, so far they've been reimbursed \$96 million. So that money is beginning to go through the system, but a lot more is obligated than has been outlaid at this point in time.

And, as you mentioned, Mr. Chairman, we believe that the Secretary of Transportation, in consultation with the Secretary of Commerce, needs to clarify the "economically distressed area" issue now before a lot of the money is spent, the remainder of the money.

Now, the Recovery Act funds have clearly helped States deal with fiscal stresses, but they've also increased the accountability requirements for the States. And we're concerned that, under fiscal stress, the States have been cutting back on some of their management and audit function areas, thereby reducing some of the safeguards.

So, Mr. Chairman, Ranking Member Issa, and the committee, we support passage of H.R. 2182. We think it's very much needed and in line with the recommendations in our report, which is to really increase the utility of the Single Audit area. And I can talk more about that in the Q&A session.

Also, while OMB has taken important steps to clarify the guid-

Also, while OMB has taken important steps to clarify the guidance, additional clarification is needed and better communication with the States is needed as well. And I'd be happy to elaborate and these areas in the OSA assession.

on all these areas in the Q&A session.

Thank you very much. And we look forward to continuing to support the Congress in their important oversight over the Recovery Act spending.

[The prepared statement of Mr. Dodaro follows:]

GAO

United States Government Accountability Office

**Testimony** 

Before the Committee on Oversight and Government Reform, House of

Representatives

For Release on Delivery Expected at 10:00 a.m. EDT Wednesday, July 8, 2009

# RECOVERY ACT

States' and Localities' Current and Planned Uses of Funds While Facing Fiscal Stresses

Statement of Gene L. Dodaro Acting Comptroller General of the United States





Highlights of GAO-09-831T a testimony before the Committee on Oversight and Government Reform, House of Representatives

# Why GAO Did This Study

This testimony is based on a GAO report being released today-the second in response to a mandate under the American Recovery and Reinvestment Act of 2009 (Recovery Act). The report addresses: (1) selected states' and localities' uses of Recovery Act funds, (2) the approaches taken by the selected states and localities to ensure accountability for Recovery Act funds, and (3) states' plans to evaluate the impact of Recovery Act funds. GAO's work for the report is focused on 16 states and certain localities in those jurisdictions as well as the District of Columbia—representing about 65 percent of the U.S. population and two-thirds of the intergovernmental federal assistance available. GAO collected documents and interviewed state and local officials. GAO analyzed federal agency guidance and spoke with Office of Management and Budget (OMB) officials and with program officials at the Centers for Medicare and Medicaid Services, and the Departments of Education, Energy, Housing and Urban Development, Justice, Labor, and Transportation.

### What GAO Recommends

GAO makes recommendations and a matter for congressional consideration discussed on the next page. The report draft was discussed with federal and state officials who generally agreed with its contents. OMB officials generally agreed with GAO's recommendations to OMB; DOT agreed to consider GAO's recommendation.

View GAO-09-831T, GAO-09-829 or key components. For state summaries, see GAO-09-839F.For more information, contact J. Christopher Milhm at (202) 512-8806 or mihmj@gao.gov.

### RECOVERY ACT

#### States' and Localities' Current and Planned Uses of **Funds While Facing Fiscal Stresses**

#### What GAO Found

Across the United States, as of June 19, 2009, Treasury had outlayed about \$29 billion of the estimated \$49 billion in Recovery Act funds projected for use in states and localities in fiscal year 2009. More than 90 percent of the \$29 billion in federal outlays has been provided through the increased Medicaid Federal Medical Assistance Percentage (FMAP) and the State Fiscal Stabilization Fund (SFSF) administered by the Department of Education.

GAO's work focused on nine federal programs that are estimated to account for approximately 87 percent of federal Recovery Act outlays in fiscal year 2009 for programs administered by states and localities. The following figure shows the distribution by program of anticipated federal Recovery Act spending in fiscal year 2009 for the nine programs discussed in this report.



87% of estimated federal Recovery Act outlays to states and localities in fiscal year 2009 will be in the nine programs reviewed by GAO.

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Increased Medicaid FMAP Funding
All 16 states and the District have drawn down increased Medicaid FMAP grant awards of just over \$15 billion for October 1, 2008, through June 29, 2009, which amounted to almost 86 percent of funds available. Medicaid enrollment increased for most of the selected states and the District, and several states noted that the increased FMAP funds were critical in their efforts to maintain coverage at current levels. States and the District reported they are planning to use the increased federal funds to cover their increase Medicaid caseload and to maintain current benefits and eligibility levels. Due to the increased federal share of Medicaid funding, most state officials also said they would use freed-up state funds to help cope with fiscal stresses

# Highway Infrastructure Investment

As of June 25, the Department of Transportation (DOT) had obligated about \$9.2 billion for almost 2,600 highway infrastructure and other eligible projects in the 16 states and the District and had reimbursed about \$96.4 million. Across the nation, almost half of the obligations have been for pavement improvement projects because they did not require extensive environmental clearances, were quick to design, obligate and bid on, could employ people quickly, and could be completed within 3 years. Officials from 

#### Highlights of GAO-09-829 (continued)

requirement, when making project selections and only later identified to what extent these projects fulfilled the economically distressed area requirement. We found substantial variation in how states identified economically distressed areas and how they prioritized project selection for these areas.

#### State Fiscal Stabilization Fund

As of June 30, 2009, of the 16 states and the District, only Texas had not submitted an SFSF application. Pennsylvania recently submitted an application but had not yet received funding. The remaining 14 states and the District have been awarded a total of about \$17 billion in initial funding from Education—of which about \$4.3 billion has been drawn down. School districts said they would use SFSF funds to maintain current levels of education funding, particularly for retaining staff and current education programs. They also told us that SFSF funds would help offset state budget cuts

Overall, states reported using Recovery Act funds to stabilize state budgets and to cope with fiscal stresses. The funds helped them maintain staffing for existing programs and minimize or avoid tax increases as well as reductions in services.

#### Accountability

States have implemented various internal control programs; however, federal Single Audit guidance and reporting does not fully address Recovery Act risk. The Single Audit reporting deadline is too late to provide audit results in time for the audited entity to take action on deficiencies noted in Recovery Act programs. Moreover, current guidance does not achieve the level of accountability needed to effectively respond to Recovery Act risks. Finally, state auditors need additional flexibility and funding to undertake the added Single Audit responsibilities under the Recovery Act.

#### **Impact**

Direct recipients of Recovery Act funds, including states and localities, are expected to report quarterly on a number of measures, including the use of funds and estimates of the number of jobs created and retained The first of these reports is due in October 2009. OMBin consultation with a range of stakeholders—issued additional implementing guidance for recipient reporting on June 22, 2009, that clarifies some requirements and establishes a central reporting framework

In addition to employment-related reporting, OMB requires reporting on the use of funds by recipients and nonfederal subrecipients receiving Recovery Act funds. The tracking of funds is consistent with the Federal Funding Accountability and Transparency Act (FFATA) Like the Recovery Act, FFATA requires a publicly available Web site—www.USAspending.gov—to report financial information about entities awarded federal

funds. Yet, significant questions have been raised about the reliability of the data on www.USAspending.gov primarily because what is reported by the prime recipients is dependent on the unknown data quality and reporting capabilities of subrecipients.

#### GAO's Recommendations

Accountability and Transparency

To leverage Single Audits as an effective oversight tool for Recovery Act programs, the Director of OMB should

- develop requirements for reporting on internal controls during 2009 before significant Recovery Act expenditures occur, as well as for ongoing reporting after the initial report;
- provide more direct focus on Recovery Act programs through the Single Audit to help ensure that smaller programs with high risk have audit coverage in the area of internal controls and compliance;
- evaluate options for providing relief related to audit requirements for low-risk programs to balance new audit responsibilities associated with the Recovery Act; and
- develop mechanisms to help fund the additional Single Audit costs and efforts for auditing Recovery Act programs.

<u>Matter for Congressional Consideration:</u> Congress should consider a mechanism to help fund the additional Single Audit costs and efforts for auditing Recovery Act programs

Reporting on Impact
The Director of OMB should work with federal agencies to provide recipients with examples of the application of OMB's guidance on recipient reporting of jobs created and retained. In addition, the Director of OMB should work with agencies to clarify what new or existing program performance measures are needed to assess the impact of Recovery Act funding.

# Communications and Guidance

To strengthen the effort to track funds and their uses. the Director of OMB should (1) ensure more direct communication with key state officials, (2) provide a long range time line on issuing federal guidance, (3) clarify what constitutes appropriate quality control and reconciliation by prime recipients, and (4) specify who should best provide formal certification and approval of the data reported.

The Secretary of Transportation should develop clear guidance on identifying and giving priority to economically distressed areas that are in accordance with the requirements of the Recovery Act and the Public Works and Economic Development Act of 1965, as amended, and more consistent procedures for the Federal Highway Administration to use in reviewing and approving states' criteria. Mr. Chairman, Ranking Member Issa, and Members of the Committee:

I am pleased to be here today to discuss our work examining the uses and planning by selected states and localities for funds made available by the American Recovery and Reinvestment Act of 2009 (Recovery Act).¹ As federal funds provided by the Recovery Act flow into the U.S. economy, state fiscal conditions continue to be stressed. Actual declines in sales, personal income, and corporate income tax revenues influenced state actions to begin to fill an estimated \$230 billion in budget gaps for fiscal years 2009 through 2011.² The national unemployment rate also increased to 9.5 percent in June 2009, and high unemployment can place greater stress on state budgets as demand for services, such as Medicaid, increases. Some economists have pointed to signs of economic improvement, although associations representing state officials have also reported that state fiscal conditions historically lag behind any national economic recovery.

The Recovery Act specifies several roles for GAO, including conducting bimonthly reviews of selected states' and localities' use of funds made available under the act.<sup>a</sup> The report that is being released today, the second in response to the act's mandate, addresses the following objectives: (1) selected states' and localities' uses of Recovery Act funds, (2) the approaches taken by the selected states and localities to ensure accountability for Recovery Act funds, and (3) states' plans to evaluate the impact of the Recovery Act funds they received.<sup>th</sup> The report provides overall findings, makes recommendations, and discusses the status of actions in response to the recommendations we made in our April 2009 report. Individual summaries for the 16 selected states and the District of Columbia (District) are accessible through GAO's recovery page at www.gao.gov/recovery. In addition, all of the summaries have been compiled into an electronic supplement, GAO-09-830SP.

<sup>&</sup>lt;sup>1</sup>Pub. L. No. 111-5, 123 Stat. 115 (February 17, 2009).

<sup>&</sup>lt;sup>2</sup>The estimated budget gaps are reported by associations representing state officials. See The National Sovernors Association and the National Association of State Budget Officers, *The Fiscal Survey of States* (Washington, D.C., June 2009).

<sup>3</sup>Recovery Act, div. A, title IX, §901.

<sup>&</sup>lt;sup>4</sup>GAO, Recovery Act: As Initial Implementation Unfolds in States and Localities, Continued Attention to Accountability Issues Is Essential, GAO-09-580 (Washington, D.C.: Apr. 23, 2009).

As reported in our April 2009 review, to address these objectives, we selected a core group of 16 states and the District that we will follow over the next few years. Our bimonthly reviews examine how Recovery Act funds are being used and whether they are achieving the stated purposes of the act. These purposes include

- · to preserve and create jobs and promote economic recovery;
- · to assist those most impacted by the recession;
- to provide investments needed to increase economic efficiency by spurring technological advances in science and health;
- to invest in transportation, environmental protection, and other infrastructure that will provide long-term economic benefits; and
- to stabilize state and local government budgets, in order to minimize and avoid reductions in essential services and counterproductive state and local tax increases.

The states selected for our bimonthly reviews contain about 65 percent of the U.S. population and are estimated to receive collectively about two-thirds of the intergovernmental federal assistance funds available through the Recovery Act. We selected these states and the District on the basis of federal outlay projections, percentage of the U.S. population represented, unemployment rates and changes, and a mix of states' poverty levels, geographic coverage, and representation of both urban and rural areas. In addition, we visited a nonprobability sample of more than 175 local entities within the 16 selected states and the District. §

GAO's work for this report focused on nine federal programs primarily because they have begun disbursing funds to states or have known or potential risks. These risks can include existing programs receiving significant amounts of Recovery Act funds or new programs. We collected

<sup>&</sup>lt;sup>b</sup>The states we are following as part of our analysis are Arizona, California, Colorado, Florida, Georgia, Illinois, Iowa, Massachusetts, Michigan, Mississippi, New Jersey, New York, North Carolina, Ohio, Pennsylvania, and Texas

 $<sup>^6\</sup>mathrm{This}$  total includes two entities in the District of Columbia that received direct federal funding that was not passed through the District government.

For this report, GAO reviewed states' and localities' uses of Recovery Act funds for the (1) Medicaid Federal Medicai Assistance Percentage (FMAP), (2) the State Fiscal Stabilization Fund (SFSF), (3) the Federal-Aid Highway Surface Transportation Program, (4) Public Housing Capital Fund, (5) Title I, Part A of the Elementary and Secondary Education Act of 1965 (ESEA); (6) Parts B and C of the Individuals with Disabilities Education Act (IDEA); (7) Weatherization Assistance Program; (8) Edward Byrne Memorial Justice Assistance Grant (JAG) Program; and (9) Workforce Investment Act (WIA) Youth Program.

documents from and conducted semistructured interviews with executivelevel state and local officials and staff from state offices including governors' offices, "recovery czars," state auditors, and controllers. In addition, our work focused on federal, state, and local agencies administering the selected programs receiving Recovery Act funds. We analyzed guidance and interviewed officials from the federal Office of Management and Budget (OMB). We also analyzed other federal agency guidance on programs selected for this review and spoke with relevant program officials at the Centers for Medicare and Medicaid Services (CMS), the U.S. Departments of Education, Energy, Housing and Urban Development, Justice, Labor, and Transportation. Where attributed to state officials, we did not review state legal materials for this report, but relied on state officials and other state sources for description and interpretation of relevant state constitutions, statutes, legislative proposals, and other state legal materials. The information obtained from this review cannot be generalized to all states and localities receiving Recovery Act funding. A detailed description of our scope and methodology can be found in appendix 1, of the report being released

We conducted this performance audit from April 21, 2009, to July 2, 2009, in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

# Background

Our analysis of initial estimates of Recovery Act spending provided by the Congressional Budget Office (CBO) suggested that about \$49 billion would be outlayed to states and localities by the federal government in fiscal year 2009, which runs through September 30. However, our analysis of the latest information available on actual federal outlays reported on www.recovery.gov\* indicates that in the 4 months since enactment, the

The Web site www.recovery.gov is mandated by the Recovery Act to foster greater accountability and transparency in the use of the act's funds. The Web site is required to include plans from federal agencies, information on federal awards of formula grants and awards of competitive grants; and information on federal allocations for mandatory and other entitlement programs by state, county, or other appropriate geographical unit. The Web site is maintained by the Recovery Accountability and Transparency Board.

federal Treasury has paid out approximately \$29 billion to states and localities, which is about 60 percent of payments estimated for fiscal year 2009. Although this pattern may not continue for the remaining 3-1/2 months, at present spending is slightly ahead of estimates. More than 90 percent of the \$29 billion in federal outlays has been provided through the increased Federal Medical Assistance Percentage (FMAP) grant awards and the State Fiscal Stabilization Fund administered by the Department of Education. Figure 1 shows the original estimate of federal outlays to states and localities under the Recovery Act compared with actual federal outlays as reported by federal agencies on www.recovery.gov. According to the Office of Management and Budget (OMB), an estimated \$149 billion in Recovery Act funding will be obligated to states and localities in fiscal year 2009.

Figure 1: Projected versus Actual Federal Outlays to States and Localities under the Recovery Act

Doltars (in billions)
120

100
Actual federal so outsys as of June 19, 2009
2009 2010 2011 2012 2013 2014 2015 2016

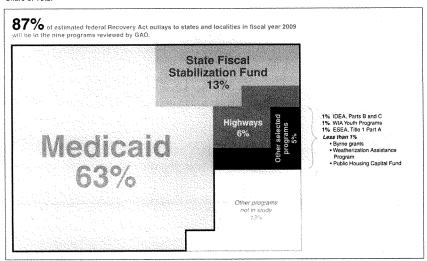
Fiscal year

Source: GAO analysis of CBO. Federal Funds Information for States, and Recovery.gov data.

Our work for our July bimonthly report focused on nine federal programs, selected primarily because they have begun disbursing funds to states and include programs with significant amounts of Recovery Act funds, programs receiving significant increases in funding, and new programs. Recovery Act funding of some of these programs is intended for further disbursement to localities. Together, these nine programs are estimated to

account for approximately 87 percent of federal Recovery Act outlays to state and localities in fiscal year 2009. Figure 2 shows the distribution by program of anticipated federal Recovery Act spending in fiscal year 2009 to states and localities.

Figure 2: Programs in July Review, Estimated Federal Recovery Act Outlays to States and Localities in Fiscal Year 2009 as a Share of Total



Source: GAO analysis of data from CBO and Federal Funds Information for States.

States and Localities Are Using Recovery Act Funds for Purposes of the Act and to Help Address Fiscal Stresses

Increased FMAP Has Helped States Finance Their Growing Medicaid Programs, but Concerns Remain about Compliance with Recovery Act Provisions The Recovery Act provides eligible states with an increased FMAP for 27 months between October 1, 2008, and December 31, 2010. \*On February 25, 2009, CMS made increased FMAP grant awards to states, and states may retroactively claim reimbursement for expenditures that occurred prior to the effective date of the Recovery Act.

For the third quarter of fiscal year 2009, the increases in FMAP for the 16 states and the District of Columbia compared with the original fiscal year 2009 levels are estimated to range from 6.2 percentage points in Iowa to 12.24 percentage points in Florida, with the FMAP increase averaging almost 10 percentage points. When compared with the first two quarters of fiscal year 2009, the FMAP in the third quarter of fiscal year 2009 is estimated to have increased in 12 of the 16 states and the District.

Processory Act, div. B, title V, \$ 5001. Medicaid is a joint federal-state program that finances health care for certain categories of low-income individuals, including children, families, persons with disabilities, and persons who are elderly. The federal government matches state spending for Medicaid services according to a formula based on each state's per capita income in relation to the national average per capita income. The rate at which states are reimbursed for Medicaid service expenditures is known as the FMAP, which may range from 50 percent to no more than 83 percent. Generally, for fiscal year 2009 through the first quarter of fiscal year 2011, the increased FMAP, which is calculated on a quarterly basis, provides for (1) the maintenance of states' prior year FMAPs, (2) a general across-the-board increase of EQ percentage points in states' FMAPs, and (3) a further increase to the FMAPs for those states that have a qualifying increase in unemployment rates. The increased FMAP available under the Recovery Act is for state expenditures for Medicaid services. However, the receipt of this increased FMAP may reduce the funds that states would otherwise have to use for their Medicaid programs, and states have reported using these available funds for a variety of purposes.

From October 2007 to May 2009, overall Medicaid enrollment in the 16 states and the District increased by 7 percent. In addition, each of the states and the District experienced an enrollment increase during this period, with the highest number of programs experiencing an increase of 5 percent to 10 percent. However, the percentage increase in enrollment varied widely ranging from just under 3 percent in California to nearly 20 percent in Colorado.

With regard to the states' receipt of the increased FMAP, all 16 states and the District had drawn down increased FMAP grant awards totaling just over \$15.0 billion for the period of October 1, 2008 through June 29, 2009, which amounted to 86 percent of funds available. It In addition, except for the initial weeks that increased FMAP funds were available, the weekly rate at which the sample states and the District have drawn down these funds has remained relatively constant.

States reported that they are using or are planning to use the funds that have become freed up as a result of increased FMAP for a variety of purposes. Most commonly, states reported that they are using or planning to use freed-up funds to cover their increased Medicaid caseload, to maintain current benefits and eligibility levels, and to help finance their respective state budgets. Several states noted that given the poor economic climate in their respective states, these funds were critical in their efforts to maintain Medicaid coverage at current levels.

Medicaid officials from many states and the District raised concerns about their ability to meet the Recovery Act requirements and, thus, maintain  $\,$ 

<sup>&</sup>lt;sup>16</sup>The percentage increase is based on actual state enrollment data for October 2007 to April 2009 and projected enrollment data for May 2009, with the exception of New York, which provided projected enrollment data for March, April and May 2009. Three states—Florida, Georgia, and Mississippi—did not provide projected enrollment data for May 2009. We estimated enrollment for these states for May 2009 to determine the total change in enrollment for October 2007 to May 2009.

 $<sup>^{11}\</sup>text{Colorado}$  was the only state in GAO's sample of states that had not drawn down increased FMAP funds as of GAO's first report in April 2009. However, the state completed its first draw down of funds on April 30, 2009.

eligibility for the increased FMAP.12 While officials from several states spoke positively about CMS's guidance related to FMAP requirements, at least nine states and the District reported they wanted CMS to provide additional guidance regarding (1) how they report daily compliance with prompt pay requirements, (2) how they report monthly on increased FMAP spending, and (3) whether certain programmatic changes would affect their eligibility for funds. For example, Medicaid officials from  $% \left\{ 1\right\} =\left\{ 1\right\} =\left$ several states told us they were hesitant to implement minor programmatic changes, such as changes to prior authorization requirements, pregnancy verifications, or ongoing rate changes, out of concern that doing so would jeopardize their eligibility for increased FMAP. In addition, at least three states raised concerns that glitches related to new or updated information systems used to generate provider payments could affect their eligibility for these funds. Specifically, Massachusetts Medicaid officials said they are implementing a new provider payment system that will generate payments to some providers on a monthly versus daily basis and would like guidance from CMS on the availability of waivers for the prompt payment requirement. A CMS official told us that the agency is in the process of finalizing its guidance to states on reporting compliance with the prompt payment requirement of the Recovery Act, but did not know when this guidance would be publicly available. However, the official noted that, in the near term, the agency intends to issue a new Fact Sheet, which will include questions and answers on a variety of issues related to the increased FMAP.

Due to the variability of state operations, funding processes, and political structures, CMS has worked with states on a case-by-case basis to discuss and resolve issues that arise. Specifically, communications between CMS and several states indicate efforts to clarify issues related to the contributions to the state share of Medicaid spending by political subdivisions or to rainy-day funds.

<sup>&</sup>lt;sup>15</sup>For states to qualify for the increased FMAP available under the Recovery Act, they must meet a number of requirements, including the following: States generally may not apply eligibility standards, methodologies, or procedures that are more restrictive than those in effect under their state Medicaid programs on July 1, 2008. States must comply with prompt payment requirements. States cannot deposit or credit amounts attributable (either directly or indirectly) to certain elements of the increased FMAP into any reserve or rainy-day fund of the state. States with political subdivisions—such as cities and counties—that contribute to the nonfederal share of Medicaid spending cannot require the subdivisions to pay a greater percentage of the nonfederal share than would have been required on September 30, 2008.

States Are Using Highway Infrastructure Funds Mainly for Pavement Improvements and Are Generally Complying with Recovery Act Requirements The Recovery Act provides funding to the states for restoration, repair, and construction of highways and other eligible surface transportation projects. The act requires that 30 percent of these funds be suballocated for projects in metropolitan and other areas of the state. In March 2009, \$26.7 billion was apportioned to all 50 states and the District of Columbia (District) for highway infrastructure and other eligible projects. As of June 25, 2009, \$15.9 billion of the funds had been obligated for over 5,000 projects nationwide, and \$9.2 billion had been obligated for nearly 2,600 projects in the 16 states and the District that are the focus of GAO's review.

Almost half of Recovery Act highway obligations nationwide have been for pavement improvements. Specifically, \$7.8 billion of the \$15.9 billion obligated nationwide as of June 25, 2009 is being used for projects such as reconstructing or rehabilitating deteriorated roads, including \$3.6 billion for road resurfacing projects. Many state officials told us they selected a large percentage of resurfacing and other pavement improvement projects because they did not require extensive environmental clearances, were quick to design, could be quickly obligated and bid, could employ people quickly, and could be completed within 3 years. In addition, \$2.7 billion, or about 17 percent of Recovery Act funds nationally, has been obligated for pavement-widening projects and around 10 percent has been obligated for the replacement, improvement or rehabilitation of bridges.

As of June 25, 2009, \$233 million had been reimbursed nationwide by the Federal Highway Administration (FHWA) and \$96.4 million had been reimbursed in the 16 states and the District. States are just beginning to get projects awarded so that contractors can begin work, and U.S. Department

<sup>&</sup>quot;Highway funds are apportioned to the states through federal-aid highway program mechanisms, and states must follow the requirements of the existing program, which include ensuring the project meets all environmental requirements associated with the National Environmental Policy Act (NEPA), paying a prevailing wage in accordance with federal Davis-Bacon requirements, complying with goals to ensure disadvantaged businesses are not discriminated against in the awarding of construction contracts, and using American-made iron and steel in accordance with Buy America program requirements. However, the maximum federal fund share of highway infrastructure investment projects under the Recovery Act is 100 percent, while the federal share under the existing federal-aid highway program is generally 80 percent.

<sup>&</sup>lt;sup>14</sup>The U.S. Department of Transportation has interpreted the term obligation of funds to mean the federal government's contractual commitment to pay for the federal share of the project. This commitment occurs at the time the federal government signs a project agreement.

of Transportation (DOT) officials told us that although funding has been obligated for more than 5,000 projects, it may be months before states can request reimbursement. Once contractors mobilize and begin work, states make payments to these contractors for completed work, and may request reimbursement from FHWA. FHWA told us that once funds are obligated for a project, it may take 2 or more months for a state to bid and award the work to a contractor and have work begin.

According to state officials, because an increasing number of contractors are looking for work, bids for Recovery Act contracts have come in under estimates. State officials told us that bids for the first Recovery Act contracts were ranging from around 5 percent to 30 percent below the estimated cost. Several state officials told us they expect this trend to continue until the economy substantially improves and contractors begin taking on enough other work.

Funds appropriated for highway infrastructure spending must be used as required by the Recovery Act. States are required to do the following:

- Ensure that 50 percent of apportioned Recovery Act funds are obligated within 120 days of apportionment (before June 30, 2009) and that the remaining apportioned funds are obligated within 1 year. The 50 percent rule applies only to funds apportioned to the state and not to the 30 percent of funds required by the Recovery Act to be suballocated, primarily based on population, for metropolitan, regional, and local use. The Secretary of Transportation is to withdraw and redistribute to other states any amount that is not obligated within these time frames.<sup>66</sup>
- Give priority to projects that can be completed within 3 years and to
  projects located in economically distressed areas. These areas are
  defined by the Public Works and Economic Development Act of 1965,
  as amended. <sup>16</sup> According to this act, to qualify as an economically
  distressed area, an area must meet one or more of three criteria related

<sup>16</sup>Id.

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<sup>15</sup>Recovery Act, div. A, title XII, 123 Stat. 115, 206.

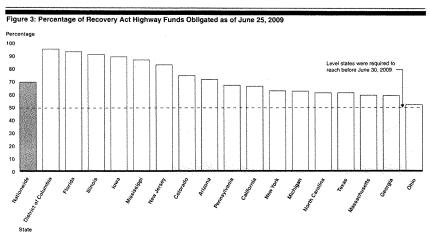
to income and unemployment based on the most recent federal or state data.<sup>17</sup>

 Certify that the state will maintain the level of spending for the types of transportation projects funded by the Recovery Act that it planned to spend the day the Recovery Act was enacted. As part of this certification, the governor of each state is required to identify the amount of funds the state plans to expend from state sources from February 17, 2009, through September 30, 2010.

All states have met the first Recovery Act requirement that 50 percent of their apportioned funds are obligated within 120 days. Of the \$18.7 billion nationally that is subject to this provision, 69 percent was obligated as of June 25 2009. The percentage of funds obligated nationwide and in each of the states included in our review is shown in figure 3.

<sup>(1)</sup> have a per capita income of 80 percent or less of the national average; (2) have an unemployment rate that is, for the most recent 24-month period for which data are available, at least 1 percent greater than the national average unemployment rate; or (3) be an area the Secretary of Commerce determines has experienced or is about to experience a special need arising from actual or threatened severe unemployment or economic adjustment problems resulting from severe short-term or long-term changes in economic conditions (42 U.S.C. § 3161(a)). Eligibility must be supported using the most recent federal data available or, in the absence of recent federal data, by the most recent data available through the government of the state in which the area is located. Federal data that may be used include data reported by the Bureau of Economic Analysis, the Bureau of Labor Statistics, the Census Bureau, the Bureau of Indian Affairs, or any other federal source determined by the Secretary of Commerce to be appropriate (42 U.S.C. § 3161((c)).

<sup>18</sup>Recovery Act, div. A, title XII, § 1201.



Source: GAO analysis of Federal Highway Administration data.

"This figure does not include obligations that are not subject to the 120-day redistribution requirement (including lunds suballocated to localities) and obligations associated with apportioned funds that were transferred from FHWA to the Federal Transif Administration (FTA) for transit projects. Generally, FHWA has authority pursuant to 23 U.S.C. § 104(k)(1) to transfer funds made available for transit projects to FTA.

The second Recovery Act requirement is to give priority to projects that can be completed within 3 years and to projects located in economically distressed areas. Officials from most states reported they expect all or most projects funded with Recovery Act funds to be completed within 3 years. We found that due to the need to select projects and obligate funds quickly, many states first selected projects based on other factors and only later identified to what extent these projects fulfilled the requirement to give priority to projects in economically distressed areas. According to the American Association of State Highway and Transportation Officials, in December 2008, states had already identified more than 5,000 "ready-to-go" projects as possible selections for federal stimulus funding, 2 months prior to enactment of the Recovery Act. Officials from several states also told us they had selected projects prior to the enactment of the Recovery Act and that they only gave consideration to economically distressed areas after they received guidance from DOT.

States also based project selection on other priorities. State officials we met with said they considered factors based on their own state priorities, such as geographic distribution and a project's potential for job creation or other economic benefits. The use of state planning criteria or funding formulas to distribute federal and state highway funds was one factor that we found affected states' implementation of the Recovery Act's prioritization requirements. According to officials in North Carolina, for instance, the state used its statutory Equity Allocation Formula to determine how highway infrastructure investment funds would be distributed. Similarly, in Texas, state officials said they first selected highway preservation projects by allocating a specific amount of funding to each of the state's 25 districts, where projects were identified that addressed the most pressing needs. Officials then gave priority for funding to those projects that were in economically distressed areas.

We also found some instances of states developing their own eligibility requirements using data or criteria not specified in the Public Works and Economic Development Act, as amended. According to the act, the Secretary of Commerce, not individual states, has the authority to determine the eligibility of an area that does not meet the first two criteria of the act. In each of these cases, FHWA approved the use of the states' alternative criteria, but it is not clear on what authority FHWA approved these criteria. For example:

- Arizona based the identification of economically distressed areas on home foreclosure rates and disadvantaged business enterprises—data not specified in the Public Works Act. Arizona officials said they used alternative criteria because the initial determination of economic distress based on the act's criteria excluded three of Arizona's largest and most populous counties, which also contain substantial areas that, according to state officials, are clearly economically distressed and include all or substantial portions of major Indian reservations and many towns and cities hit especially hard by the economic downturn.
- Illinois based its classification on increases in the number of unemployed persons and the unemployment rate,<sup>19</sup> whereas the act bases this determination on how a county's unemployment rate

<sup>&</sup>lt;sup>18</sup>The state based its classification on (1) whether the 2008 year-end unemployment rate was at or above the statewide average, (2) whether the change in the unemployment rate between 2007 and 2008 was at or above the statewide average, or (3) whether the number of unemployed persons for 2008 had grown by 500 or more.

compares with the national average unemployment rate. According to FHWA, Illinois opted to explore other means of measuring recent economic distress because the initial determination of economic distress based on the act's criteria did not appear to accurately reflect the recent economic downturn in the state. Illinois's use of alternative criteria resulted in 21 counties being identified as economically distressed that would not have been so classified following the act's criteria. The control of the countries of the countries are considered to the countries of the countries o

In commenting on a draft of our report, DOT agreed that states must give priority to projects located in economically distressed areas, but said that states must balance all the Recovery Act project selection criteria when selecting projects including giving preference to activities that can be started and completed expeditiously, using funds in a manner that maximizes job creation and economic benefit, and other factors. While we agree with DOT that there is no absolute primacy of economically distressed area projects in the sense that they must always be started first, the specific directives in the act that apply to highway infrastructure are that priority is to be given to projects that can be completed in 3 years, and are located in economically distressed areas. DOT also stated that the basic approach used by selected states to apply alternative criteria is consistent with the Public Works and Economic Development Act and its implementing regulations on economically distressed areas because it makes use of flexibilities provided by the Act to more accurately reflect changing economic conditions. However the result of DOT's interpretation would be to allow states to prioritize projects based on criteria that are not mentioned in the highway infrastructure investment portion of the Recovery or the Public Works Acts without the involvement of the Secretary or Department of Commerce. We plan to continue to monitor states' implementation of the economically distressed area requirements and interagency coordination at the federal level in future reports.

Finally, the states are required to certify that they will maintain the level of state effort for programs covered by the Recovery Act. With one exception, the states have completed these certifications, but they face challenges. Maintaining a state's level of effort can be particularly

<sup>&</sup>lt;sup>20</sup>Illinois's criteria resulted in 21 counties being classified as economically distressed areas that were not so classified by FHWA and 8 counties not being classified as economically distressed areas that were so classified by FHWA, for a net difference of 13 counties. The map tool that FHWA developed to help states identify which projects are located in is based on the criteria in the Public Works Act.

important in the highway program. We have found that the preponderance of evidence suggests that increasing federal highway funds influences states and localities to substitute federal funds for funds they otherwise would have spent on highways. As we previously reported, substitution makes it difficult to target an economic stimulus package so that it results in a dollar-for-dollar increase in infrastructure investment.

Most states revised the initial certifications they submitted to DOT. As we reported in April, many states submitted explanatory certifications—such as stating that the certification was based on the "best information available at the time"-or conditional certifications, meaning that the certification was subject to conditions or assumptions, future legislative action, future revenues, or other conditions. On April 22, 2009, the Secretary of Transportation sent a letter to each of the nation's governors and provided additional guidance, including that conditional and explanatory certifications were not permitted, and gave states the option of amending their certifications by May 22. Each of the 16 states and District selected for our review resubmitted their certifications. According to DOT officials, the department has concluded that the form of each certification is consistent with the additional guidance, with the exception of Texas. Texas submitted an amended certification on May 27, 2009, which contained qualifying language explaining that the Governor could not certify any expenditure of funds until the legislature passed an appropriation act. According to DOT officials, as of June 25, 2009, the status of Texas' revised certification remains unresolved. Texas officials told us the state plans to submit a revised certification letter, removing the qualifying language. For the remaining states, while DOT has concluded that the form of the revised certifications is consistent with the additional

<sup>&</sup>lt;sup>21</sup> In 2004, we estimated that during the 1983 through 2000 period, states used roughly half of the increases in federal highway funds to substitute for funding they would otherwise have spent from their own resources and that the rate of substitution increased during the 1990s. The federal-aid highway program creates the opportunity for substitution because states typically spend substantially more than the amount required to meet federal matching requirements. As a consequence, when federal funding increases, states are able to reduce their own highway spending and still obtain increased federal funds. The federal share under the existing federal-aid highway program is generally 80 percent and the matching requirement for states is usually 20 percent. In 2004, we reported that in 2002, states and localities contributed 54 percent of the nation's capital investment in highways, while the federal government contributed 46 percent (in 2001 dollars). GAO, Federal-Aid Highways. Trends, Effect on State Spending, and Options for Future Program Design, GAO-04-802 (Washington, D.C.: Aug. 31, 2004).

<sup>&</sup>lt;sup>22</sup>GAO, Physical Infrastructure: Challenges and Investment Options for the Nation's Infrastructure, GAO-08-763T (Washington, D.C.: May 8, 2008).

guidance, it is currently evaluating whether the states' method of calculating the amounts they planned to expend for the covered programs is in compliance with DOT guidance.

States face drastic fiscal challenges, and most states are estimating that their fiscal year 2009 and 2010 revenue collections will be well below estimates. In the face of these challenges, some states told us that meeting the maintenance-of-effort requirements over time poses significant challenges. For example, federal and state transportation officials in Illinois told us that to meet its maintenance-of-effort requirements in the face of lower-than-expected fuel tax receipts, the state would have to use general fund or other revenues to cover any shortfall in the level of effort stated in its certification. Mississippi transportation officials are concerned about the possibility of statewide, across-the-board spending cuts in 2010. According to the Mississippi transportation department's budget director, the agency will try to absorb any budget reductions in 2010 by reducing administrative expenses to maintain the state's level of effort

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Most States We Visited Have Received State Fiscal Stabilization Funds and Have Planned to Allocate Most Education Stabilization Funds to LEAs The Recovery Act created a State Fiscal Stabilization Fund (SFSF) in part to help state and local governments stabilize their budgets by minimizing budgetary cuts in education and other essential government services, such as public safety.<sup>23</sup> Beginning in March 2009, the Department of Education issued a series of fact sheets, letters, and other guidance to states on the SFSF. Specifically, a March fact sheet, the Secretary's April letter to Governors, and program guidance issued in April and May mention that the purposes of the SFSF include helping stabilize state and local budgets, avoiding reductions in education and other essential services, and ensuring LEAs and public IHEs have resources to "avert cuts and retain teachers and professors." The documents also link educational progress to economic recovery and growth and identify four principles to guide the distribution and use of Recovery Act funds: (1) spend funds quickly to retain and create jobs; (2) improve student achievement through school improvement and reform; (3) ensure transparency, public reporting, and accountability; and (4) invest one-time Recovery Act funds thoughtfully to avoid unsustainable continuing commitments after the funding expires, known as the "funding cliff."

<sup>32</sup>Stabilization funds for education distributed under the Recovery Act must be used to alleviate shortfalls in state support for education to school districts and public institutions of higher education (HHEs). The U.S. Department of Education (Education), the federal agency charged with administration and oversight of the SPSF, distributes the funds on a formula basis, with 81.8 percent of each state's allocation designated for the education stabilization fund for local educational agencies (LEA) and public IHEs. The remaining 18.2 percent of each state's allocation is designated for the government services, which may include education. Consistent with the purposes of the Recovery Act—which include, in addition to stabilizing state and local budgets, promoting economic recovery and preserving and creating jobs—the SFSF can be used by states to restore cuts to state education spending. In return for SFSF funding, a state must make several assurances, including that it will maintain state support for education at least at fiscal year 2006 levels. In order to receive SFSF funds, each state must also assure it will implement strategies to advance education reform in four specific ways as described by Education: 1) Increase teacher effectiveness and address inequities in the distribution of highly qualified teachers; 2) Establish a pre-R-through-college data system to track student progress and foster improvement; 3) Make progress toward rigorous college-and career-ready standards and high-quality assessments that are valid and reliable for all students, including students with limited English proficiency and students with disabilities; and 4) Provide targeted, intensive support and effective interventions to turn around schools identified for corrective action or restructuring. Schools identified for corrective action have missed academic targets for 6 consecutive years. Along with these education reform assurances, additional state assurances must address federal requirements concerning accountability, trans

After meeting assurances to maintain state support for education at least at fiscal year 2006 levels, states are required to use the education stabilization fund to restore state support to the greater of fiscal year 2008or 2009 levels for elementary and secondary education, public IHEs, and, if applicable, early childhood education programs. States must distribute these funds to school districts using the primary state education formula but maintain discretion in how funds are allocated to public IHEs. If, after restoring state support for education, additional funds remain, the state must allocate those funds to school districts according to the Elementary and Secondary Education Act of 1965 (ESEA), Title I, Part A funding formula. On the other hand, if a state's education stabilization fund allocation is insufficient to restore state support for education, then a state must allocate funds in proportion to the relative shortfall in state support to public school districts and public IHEs. Education stabilization funds must be allocated to school districts and public IHEs and cannot be retained at the state level.

Once education stabilization funds are awarded to school districts and public IHEs, they have considerable flexibility over how they use those funds. School districts are allowed to use education stabilization funds for any allowable purpose under ESEA, the Individuals with Disabilities Education Act (IDEA), the Adult Education and Family Literacy Act, or the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins Act), subject to some prohibitions on using funds for, among other things, sports facilities and vehicles. In particular, Education's guidance states that because allowable uses under the Impact Aid provisions of ESEA are broad, school districts have discretion to use education stabilization funds for a broad range of things, such as salaries of teachers, administrators and support staff, and purchases of textbooks, computers, and other equipment. The Recovery Act allows public IHEs to use education stabilization funds in such a way as to mitigate the need to raise tuition and fees, as well as for the modernization, renovation, and repair of facilities, subject to certain limitations. However, the Recovery Act prohibits public IHEs from using education stabilization funds for such things as increasing endowments; modernizing, renovating, or repairing sports facilities; or maintaining equipment. Education's SFSF guidance expressly prohibits states from placing restrictions on LEAs' use of education stabilization funds, beyond those in the law, but allows states some discretion in placing limits on how IHEs may use these funds.

The SFSF provides states and school districts with additional flexibility, subject to certain conditions, to help them address fiscal challenges. For example, the Secretary of Education is granted authority to permit waivers

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of state maintenance-of-effort (MOE) requirements if a state certified that state education spending will not decrease as a percentage of total state revenues. Education issued guidance on the MOE requirement, including the waiver provision, on May 1, 2009. Also, the Secretary may permit a state or school district to treat education stabilization funds as nonfederal funds for the purpose of meeting MOE requirements for any program administered by Education, subject to certain conditions. Education, as of June 29, 2009, has not provided specific guidance on the process for states and school districts to apply for the Secretary's approval.

States have broad discretion over how the \$8.8 billion in the SFSF government services fund are used. The Recovery Act provides that these funds must be used for public safety and other government services and that these services may include assistance for education, as well as modernization, renovation, and repairs of public schools or IHEs.

On April 1, 2009, Education made at least 67 percent of each state's SFSF funds $^{24}$  available, subject to the receipt of an application containing state assurances, information on state levels of support for education and estimates of restoration amounts, and baseline data demonstrating state status on each of the four education reform assurances. If a state could not certify that it would meet the MOE requirement, Education required it to certify that it will meet requirements for receiving a waiver—that is, that education spending would not decrease relative to total state revenues. In determining state level of support for elementary and secondary education, Education required states to use their primary formula for distributing funds to school districts but also allowed states some flexibility in broadening this definition. For IHEs, states have some discretion in how they establish the state level of support, with the provision that they cannot include support for capital projects, research and development, or amounts paid in tuition and fees by students. In order to meet statutory requirements for states to establish their current status regarding each of the four required programmatic assurances, Education provided each state with the option of using baseline data Education had identified or providing another source of baseline data. Some of the data provided by Education was derived from self-reported data submitted annually by the states to Education as part of their Consolidated State

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<sup>&</sup>lt;sup>26</sup>This was phase I funding. A state will receive the remaining allotment of its SFSF allocation in phase II after Education approves the state's comprehensive plan for making progress with respect to the four education reform assurances. Education anticipates that phase II funds will be awarded by September 30, 2009.

Performance Reports (CSPR), but Education also relied on data from third parties, including the Data Quality Campaign (DQC), the National Center for Educational Achievement (NCEA), and Achieve.<sup>26</sup>

Education has reviewed applications as they arrive for completeness and has awarded states their funds once it determined all assurances and required information had been submitted. Education set the application deadline for July 1, 2009. On June 24, 2009, Education issued guidance to states informing them they must amend their applications if there are changes to the reported levels of state support that were used to determine maintenance of effort or to calculate restoration amounts.

As of June 30, 2009, of the 16 states and the District of Columbia covered by our review, only Texas had not submitted an SFSF application. Pennsylvania recently submitted an application but had not yet received funding. The remaining 14 states and the District of Columbia had submitted applications and Education had made available to them a total of about \$17 billion in initial funding. As of June 26, 2009, only 5 of these states had drawn down SFSF Recovery Act funds. In total, about 25 percent of available funds had been drawn down by these states.

Three of the selected states—Florida, Massachusetts, and New Jersey—said they would not meet the maintenance-of-effort requirements but would meet the eligibility requirements for a waiver and that they would apply for a waiver. Most of the states' applications show that they plan to provide the majority of education stabilization funds to LEAs, with the remainder of funds going to IHEs. Several states and the District of Columbia estimated in their application that they would have funds remaining beyond those that would be used to restore education spending in fiscal years 2009 and 2010. These funds can be used to restore education spending in fiscal year 2011, with any amount left over to be distributed to

<sup>20</sup>DQC is a national collaborative effort involving more than 50 organizations working to encourage and support state policymakers to improve the availability and use of high-quality education data to improve student achievement. NCEA, a nonprofit organization owned by ACT Inc.—a company that develops and markets assessments—focuses on raising student achievement based on higher college and career readiness standards. Achieve, created in 1996 by the nation's governors and corporate leaders, is an independent, bipartisan, nonprofit education reform organization focused on raising academic standards and graduation requirements, improving assessments, and strengthening accountability.

States have flexibility in how they allocate education stabilization funds among IHEs but, once they establish their state funding formula, not in how they allocate the funds among LEAs. Florida and Mississippi allocated funds among their IHEs, including universities and community colleges, using formulas based on factors such as enrollment levels. Other states allocated SFSF funds taking into consideration the budget conditions of the IHEs.

Regarding LEAs, most states planned to allocate funds based on states' primary funding formulae. Many states are using a state formula based on student enrollment weighted by characteristics of students and LEAs. For example, Colorado's formula accounts for the number of students at risk while the formula used by the District allocates funds to LEAs using weights for each student based on the relative cost of educating students with specific characteristics. For example, an official from Washington, D.C. Public Schools said a student who is an English language learner may cost more to educate than a similar student who is fluent in English.

States may use the government services portion of SFSF for education but have discretion to use the funds for a variety of purposes. Officials from Florida, Illinois, New Jersey, and New York reported that their states plan to use some or most of their government services funds for educational purposes. Other states are applying the funds to public safety. For example, according to state officials, California is using the government services fund for it corrections system, and Georgia will use the funds for salaries of state troopers and staff of forensic laboratories and state prisons.

Officials in many school districts told us that SFSF funds would help offset state budget cuts and would be used to maintain current levels of education funding. However, many school district officials also reported that using SFSF funds for education reforms was challenging given the other more pressing fiscal needs.

Although their plans are generally not finalized, officials in many school districts we visited reported that their districts are preparing to use SFSF funds to prevent teacher layoffs, hire new teachers, and provide professional development programs. Most school districts will use the funding to help retain jobs that would have been cut without SFSF funding. For example, Miami Dade officials estimate that the stabilization funds will help them save nearly two thousand teaching positions. State and school district officials in eight states we visited (California, Colorado, Florida, Georgia, Massachusetts, Michigan, New York, and North Carolina)

also reported that SFSF funding will allow their state to retain positions, including teaching positions that would have been eliminated without the funding. In the Richmond County School System in Georgia, officials noted they plan to retain positions that support its schools, such as teachers, paraprofessionals, nurses, media specialists and guidance counselors. Local officials in Mississippi reported that budget-related hiring freezes had hindered their ability to hire new staff, but because of SFSF funding, they now plan to hire. In addition, local officials in a few states told us they plan to use the funding to support teachers. For example, officials in Waterloo Community and Ottumwa Community School Districts in Iowa as well as officials from Miami-Dade County in Florida cited professional development as a potential use of funding to support teachers.

Although school districts are preventing layoffs and continuing to provide educational services with the SFSF funding, most did not indicate they would use these funds to pursue educational reform. School district officials cited a number of barriers, which include budget shortfalls, lack of guidance from states, and insufficient planning time. In addition to retaining and creating jobs, school districts have considerable flexibility to use these resources over the next 2 years to advance reforms that could have long-term impact. However, a few school district officials reported that addressing reform efforts was not in their capacity when faced with teacher layoffs and deep budget cuts. In Flint, Michigan, officials reported that SFSF funds will be used to cope with budget deficits rather than to advance programs, such as early childhood education or repairing public school facilities. According to the Superintendent of Flint Community Schools, the infrastructure in Flint is deteriorating, and no new school buildings have been built in over 30 years. Flint officials said they would like to use SFSF funds for renovating buildings and other programs, but the SFSF funds are needed to maintain current education programs.

Officials in many school districts we visited reported having inadequate guidance from their state on using SFSF funding, making reform efforts more difficult to pursue. School district officials in most states we visited reported they lacked adequate guidance from their state to plan and report on the use of SFSF funding. Without adequate guidance and time for planning, school district officials told us that preparing for the funds was difficult. At the time of our visits, several school districts were unaware of their funding amounts, which, officials in two school districts said, created additional challenges in planning for the 2009-2010 school year. One charter school we visited in North Carolina reported that layoffs will be required unless their state notifies them soon how much SFSF funding

they will receive. State officials in North Carolina, as well as in several other states, told us they are waiting for the state legislature to pass the state budget before finalizing SFSF funding amounts for school districts.

IHEs Plan to Use SFSF Funds for Faculty Salaries and Other Purposes and Expect the Funds to Save Jobs and Mitigate Tuition Increases Although many IHEs had not finalized plans for using SFSF funds, the most common expected use for the funds at the IHEs we visited was to pay salaries of IHE faculty and staff. \*Officials at most of the IHEs we visited told us that, due to budget cuts, their institutions would have faced difficult reductions in faculty and staff if they were not receiving SFSF funds. Other IHEs expected to use SFSF funds in the future to pay salaries of certain employees during the year.

Several IHEs we visited are considering other uses for SFSF funds. Officials at the Borough of Manhattan Community College in New York City want to use some of their SFSF funds to buy energy saving light bulbs and to make improvements in the college's very limited space such as, by creating tutoring areas and study lounges. Northwest Mississippi Community College wants to use some of the funds to increase e-learning capacity to serve the institution's rapidly increasing number of students. Several other IHEs plan to use some of the SFSF funds for student financial aid.

Because many IHEs expect to use SFSF funds to pay salaries of current employees that they likely would not have been able to pay without the SFSF funds, IHEs officials said that SFSF funds will save jobs. Officials at several IHEs noted that this will have a positive impact on the educational environment such as, by preventing increases in class size and enabling the institutions to offer the classes that students need to graduate. In addition to preserving existing jobs, some IHEs anticipate creating jobs with SFSF funds. Besides saving and creating jobs at IHEs, officials noted that SFSF monies will have an indirect impact on jobs in the community. IHE officials also noted that SFSF funds will indirectly improve employment because some faculty being paid with the funds will help unemployed workers develop new skills, including skills in fields, such as health care, that have a high demand for trained workers. State and IHE officials also believe that SFSF funds are reducing the size of tuition and fee increases

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<sup>&</sup>lt;sup>26</sup>During our review, we met with IHEs and state officials responsible for IHE oversight in 8 states—California, Florida, Georgia, Illinois, Mississippi, New York, North Carolina, and Obio.

### Other Selected Programs

Our report provides additional details on the use of Recovery Act funds for these three programs in the 16 selected states and the District. In addition to Medicaid FMAP, Highway Infrastructure Investment, and SFSF, we also reviewed six other programs receiving Recovery Act funds. These programs are:

- Title I, Part A of the Elementary and Secondary Education Act of 1965 (ESEA)
- · Parts B and C of the Individuals with Disabilities Education Act (IDEA)
- Workforce Investment Act (WIA) Youth Program
- Public Housing Capital Fund
- Edward Byrne Memorial Justice Assistance Grant (JAG) Program
- · Weatherization Assistance Program

Additional detail regarding the states' and localities' use of funds for these programs is available in the full report also being released today, GAO-09-829. Individual state summaries for the 16 selected states and the District are accessible through GAO's recovery page at www.gao.gov/recovery and in an electronic supplement, GAO-09-S30SP.

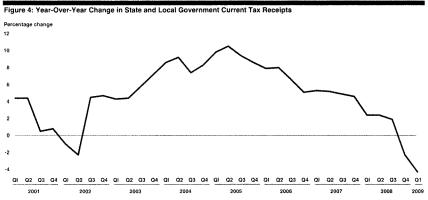
#### Recovery Act Funding Helped States Address Budget Challenges

State revenue continued to decline and states used Recovery Act funding to reduce some of their planned budget cuts and tax increases to close current and anticipated budget shortfalls for fiscal years 2009 and 2010. Of the 16 states and the District, 15 estimate fiscal year 2009 general fund revenue collections will be less than in the previous fiscal year. For two of the selected states —Iowa and North Carolina—revenues were lower than projected but not less than the previous fiscal year. As shown in figure 4, data from the Bureau of Economic Analysis (BEA) also indicate that the rate of state and local revenue growth has generally declined since

<sup>&</sup>lt;sup>47</sup>According to the National Association of State Budget Officers (NASBO), most states have balanced-budget requirements for general funds, which may include requirements such as (1) requiring governors to submit a balanced budget, (2) mandating that their legislatures pass a balanced budget, (3) directing governors to sign a balanced budget, or (4) requiring governors to execute a balanced budget. According to NASBO, all of the states we visited have balanced-budget requirements. (In its report, NASBO did not provide information on the District of Columbia's balanced budget requirements.) See NASBO, Budget Processes in the States (Washington, D.C. Summer 2008).

<sup>&</sup>lt;sup>28</sup>Michigan—along with the District of Columbia—has a fiscal year that begins October 1. New York's fiscal year begins April 1, and the fiscal year for Texas begins on September 1. All other states we visited have fiscal years beginning July 1.

the second quarter of 2005, and the rate of growth has been negative in the fourth quarter of 2008 and the first quarter of 2009.  $^{30}$ 



Source: GAO analysis of BEA data.

Officials in most of the selected states and the District expect these revenue trends to contribute to budget gaps (estimated revenues less than estimated disbursements) anticipated for future fiscal years. All of the 16 states and the District forecasted budget gaps in state fiscal year 2009-2010 before budget actions were taken.

Consistent with one of the purposes of the act, states' use of Recovery Act funds to stabilize their budgets helped them minimize and avoid reductions in services as well as tax increases. States took a number of

<sup>&</sup>lt;sup>29</sup>Recent reports provide additional details regarding revenue declines beyond our selected states. For example, see The National Governors Association and the National Association of State Budget Officers (NASBO), The Fiscal Survey of States (Washington, D.C., June 2009); National Conference of State Legislatures, Budget Update: April 2009 (Washington, D.C., April 2009); Lucy Dadayan and Donald J. Boyd, The Nelson A. Rockefeller Institute of Government, April is the Cruelest Month: Personal Income Tax Revenues Portend Deepening Trouble for Many States (Albany, N.Y., June 18, 2009).

actions to balance their budgets in fiscal year 2009-2010, including staff layoffs, furloughs, and program cuts. The use of Recovery Act funds affected the size and scope of some states' budgeting decisions, and many of the selected states reported they would have had to make further cuts to services and programs without the receipt of Recovery Act funds. For example, California, Colorado, Georgia, Illinois, Massachusetts, Michigan, New York, and Pennsylvania budget officials all stated that current or future budget cuts would have been deeper without the receipt of Recovery Act funds.

Recovery Act funds helped cushion the impact of states' planned budget actions but officials also cautioned that current revenue estimates indicate that additional state actions will be needed to balance future-year budgets. Future actions to stabilize state budgets will require continued awareness of the maintenance-of-effort (MOE) requirements for some federal programs funded by the Recovery Act. For example, Massachusetts officials expressed concerns regarding MOE requirements attached to federal programs, including those funded through the Recovery Act, as future across-the-board spending reductions could pose challenges for maintaining spending levels in these programs. State officials said that MOE requirements that require maintaining spending levels based upon prior-year fixed dollar amounts will pose more of a challenge than upholding spending levels based upon a percentage of program spending relative to total state budget expenditures. In addition, some states also reported accelerating their use of Recovery Act funds to stabilize deteriorating budgets.

Many states, such as Colorado, Florida, Georgia, Iowa, New Jersey, and North Carolina, also reported tapping into their reserve or rainy-day funds in order to balance their budgets. In most cases, the receipt of Recovery Act funds did not prevent the selected states from tapping into their reserve funds, but a few states reported that without the receipt of Recovery Act funds, withdrawals from reserve funds would have been greater. \*\*Officials from Georgia stated that although they have already used reserve funds to balance their fiscal year 2009 and 2010 budgets, they may use additional reserve funds if, at the end of fiscal year 2009, revenues are lower than the most recent projections. In contrast, New York officials stated they were able to avoid tapping into the state's reserve funds due to

<sup>&</sup>lt;sup>30</sup>According to NASBO, the selected states have varying legal requirements regarding contributions to and withdrawals from various types of reserve funds.

the funds made available as a result of the increased Medicaid FMAP funds provided by the Recovery Act.

Approaches to Developing Exit Strategies for End of Recovery Act Funding Influenced by Nature of State Budget Processes States' approaches to developing exit strategies for the use of Recovery Act funds reflect the balanced-budget requirements in place for all of our selected states and the District. Budget officials referred to the temporary nature of the funds and fiscal challenges expected to extend beyond the timing of funds provided by the Recovery Act. Officials discussed a desire to avoid what they referred to as the "cliff effect" associated with the dates when Recovery Act funding ends for various federal programs.

Budget officials in some of the selected states are preparing for the end of Recovery Act funding by using funds for nonrecurring expenditures and hiring limited-term positions to avoid creating long-term liabilities. A few states reported that although they are developing preliminary plans for the phasing out of Recovery Act funds, further planning has been delayed until revenue and expenditure projections are finalized.

States Have Implemented Various Internal Control Programs: However, Single Audit Guidance and Reporting Does Not Adequately Address Recovery Act Risk Given that Recovery Act funds are to be distributed quickly, effective internal controls over use of funds are critical to help ensure effective and efficient use of resources, compliance with laws and regulations, and in achieving accountability over Recovery Act programs. Internal controls include management and program policies, procedures, and guidance that help ensure effective and efficient use of resources; compliance with laws and regulations; prevention and detection of fraud, waste, and abuse; and the reliability of financial reporting. Management is responsible for the design and implementation of internal controls and the states in our sample have a range of approaches for implementing their internal controls.

Some states have internal control requirements in their state statutes and others have undertaken internal control programs as management initiatives. In our sample, 7 states - California, Colorado, Florida, Michigan, Mississippi, New York, and North Carolina –have statutory requirements for internal control programs and activities. An additional 9 states – Arizona, Georgia, Illinois, Iowa, Massachusetts, New Jersey, Ohio, Pennsylvania, and Texas – have undertaken various internal control programs. In addition, the District of Columbia has taken limited actions related to its internal control program. An effective internal control program helps manage change in response to shifting environments and evolving demands and priorities, such as changes related to implementing the Recovery Act.

Risk assessment and monitoring are key elements of internal controls, and the states in our sample and the District have undertaken a variety of actions in these areas.

- Risk assessment involves performing comprehensive reviews and analyses of program operations to determine if internal and external risks exist and to evaluate the nature and extent of risks which have been identified. Approaches to risk analysis can vary across organizations because of differences in missions and the methodologies used to qualitatively and quantitatively assign risk levels.
- Monitoring activities include the systemic process of reviewing the
  effectiveness of the operation of the internal control system. These
  activities are conducted by management, oversight entities, and
  internal and external auditors. Monitoring enables stakeholders to
  determine whether the internal control system continues to operate
  effectively over time. Monitoring also provides information and
  feedback to the risk assessment process.

### Challenges Exist in Tracking Recovery Act Funds

States and localities are responsible for tracking and reporting on Recovery Act funds. "OMB has issued guidance to the states and localities that provides for separate identification—"tagging"—of Recovery Act funds so that specific reports can be created and transactions can be specifically identified as Recovery Act funds. "2 The flow of federal funds to the states varies by program, the grantor agencies have varied grants management processes and grants vary substantially in their types, purposes, and administrative requirements."

Several states and the District of Columbia have created unique codes for their financial systems in order to tag the Recovery Act funds. Most state and local program officials told us that they will apply existing controls

<sup>&</sup>lt;sup>31</sup>Recovery Act, div. A, title XV, § 1512.

<sup>&</sup>lt;sup>33</sup>OMB memoranda, M-09-10, Initial Implementing Guidance for the American Recovery and Reinvestment Act of 2009, February 18, 2009, and M-09-15, Updated Implementing Guidance for the American Recovery and Reinvestment Act of 2009, April 3, 2009.

<sup>&</sup>lt;sup>33</sup>GAO, Grants Management: Additional Actions Needed to Streamline and Simplify Process, GAO-05-335 (Washington, D.C.: April 2005).

and oversight processes that they currently apply to other program funds to oversee Recovery Act funds.

In addition to being an important accountability mechanism, audit results can provide valuable information for use in management's risk assessment and monitoring processes. The single audit report, prepared to meet the requirements of the Single Audit Act, <sup>31</sup> as amended (Single Audit Act), is a source of information on internal control and compliance findings and the underlying causes and risks. The report is prepared in accordance with OMB's implementing guidance in OMB Circular No. A-133, Audits of States, Local Governments, and Non-Profit Organizations, <sup>32</sup> which provides guidance to auditors on selecting federal programs for audit and the related internal control and compliance audit procedures to be performed.

In our April 23, 2009 report, we reported that the guidance and criteria in OMB Circular No. A-133 do not adequately address the substantial added risks posed by the new Recovery Act funding. Such risks may result from (1) new government programs, (2) the sudden increase in funds or programs that are new to the recipient entity, and (3) the expectation that some programs and projects will be delivered faster so as to inject funds into the economy. With some adjustment, the single audit could be an effective oversight tool for Recovery Act programs, addressing risks associated with all three of these factors.

<sup>&</sup>lt;sup>31</sup>The Single Audit Act requires states, local governments, and nonprofit organizations expending over \$500,000 in federal awards in a year to obtain an audit in accordance with requirements set forth in the Act. A single audit consists of (1) an audit and opinions on the fair presentation of the financial statements and the Schedule of Expenditures of Federal Awards; (2) gaining an understanding of and testing internal control over financial reporting and the entity's compliance with laws, regulations, and contract or grant provisions that have a direct and material effect on certain federal programs (i.e., the program requirements); and (3) an audit and an opinion on compliance with applicable programs requirements for certain federal programs.

<sup>&</sup>lt;sup>36</sup>The auditor identifies the applicable federal programs, including "major programs," based on risk criteria, including minimum dollar thresholds, set out in the Single Audit Act and OMB Circular No. A-133. Guidance on identifying compliance requirements for most large federal programs is set out in the Compliance Supplement to OMB Circular No. A-133. OMB has 14 requirements that generally are to be tested for each major federal program to opine on compliance and report on significant deficiencies in internal control over compliance with each applicable compliance requirement.

Our April 2009 report on the Recovery Act included recommendations that OMB adjust the current audit process to:

- focus the risk assessment auditors use to select programs to test for compliance with 2009 federal program requirements on Recovery Act funding;
- provide for review of the design of internal controls during 2009 over programs to receive Recovery Act funding, before significant expenditures in 2010; and
- evaluate options for providing relief related to audit requirements for low-risk programs to balance new audit responsibilities associated with the Recovery Act.

Since April, although OMB has taken several steps in response to our recommendations, these actions do not sufficiently address the risks leading to our recommendations. To focus auditor risk assessments on Recovery Act-funded programs and to provide guidance on internal control reviews for Recovery Act programs, OMB is working within the framework defined by existing mechanisms—Circular No. A-133 and the Compliance Supplement. In this context, OMB has made limited adjustments to its single audit guidance and is planning to issue additional guidance in mid-July 2009.

Focusing Auditors' Program Risk Assessments on Programs with Recovery Act Funding On May 26, OMB issued the 2009 edition of the Circular A-133 Compliance Supplement. The new Compliance Supplement is intended to focus auditor risk assessment on Recovery Act funding by, among things (1) requiring that auditors specifically ask auditees about and be alert to expenditure of funds provided by the Recovery Act, and (2) providing an appendix that highlights some areas of the Recovery Act impacting single audits. The appendix adds a requirement that large programs and program clusters with Recovery Act funding cannot be assessed as low-risk for the purposes of program selection without clear documentation of the reasons they are considered low risk. It also calls for recipients to separately identify expenditures for Recovery Act programs on the Schedule of Expenditures of Federal Awards.

However, OMB has not yet identified program groupings critical to auditors' selection of programs to be audited for compliance with program requirements. OMB Circular A-133 relies heavily on the amount of federal expenditures in a program during a fiscal year and whether findings were reported in the previous period to determine whether detailed compliance testing is required for that year. Although OMB is considering ways to

cluster programs for single audit selection to make it more likely that Recovery Act programs would be selected as major programs subject to internal control and compliance testing, the dollar formulas would not change under this plan. This approach may not provide sufficient assurance that smaller, but nonetheless significant, Recovery Act-funded programs would be selected for audit.

In addition, the 2009 Compliance Supplement does not yet provide specific auditor guidance for new programs funded by the Recovery Act, or for new compliance requirements specific to Recovery Act funding within existing programs, that may be selected as major programs for audit. OMB acknowledges that additional guidance is called for and plans to address some Recovery Act-related compliance requirements by mid-July 2009.

Reviewing the Design of Internal Controls over Recovery Act-funded Programs before Significant Expenditures in 2010

To provide additional focus on internal control reviews, OMB has drafted guidance it plans to finalize in July 2009 that indicates the importance of such reviews and encourages auditors to communicate weaknesses to management early in the audit process, but does not add requirements for auditors to take these steps. Addressing this recommendation through the existing audit framework, however, would not change the reporting timeframes and therefore would not address our concern that internal controls over Recovery Act programs should be reviewed before significant funding is expended. In addition, if the guidance is limited to major programs this may not adequately consider Recovery Act program risks. Further, if this is done within the current single audit framework and reporting timelines, the auditor evaluation of internal control and related reporting will occur too late—after significant levels of federal expenditures have already occurred.

Providing relief to Balance Expected Increased Workload While OMB has noted the increased responsibilities falling on those responsible for performing single audits, it has not issued any proposals or plans to address this recommendation to date. A recent survey conducted by the staff of the National State Auditors' Association (NSAA) <sup>36</sup> highlighted the need for relief to over-burdened state audit organizations that have experienced staffing reductions and furloughs.

<sup>&</sup>lt;sup>36</sup>NSAA's mission is to unite state auditors by encouraging and providing opportunities for the free exchange of information and ideas between auditors on the state, federal and local leader.

OMB officials told us they are considering reducing auditor workload by decreasing the number of risk assessments of smaller federal programs. Auditors conduct these risk assessments as part of the planning process to identify which federal programs will be subject to detailed internal control and compliance testing. We believe that this step alone will not provide sufficient relief to balance out additional audit requirements for Recovery Act programs. Without action now audit coverage of Recovery Act programs will not be sufficient to address Recovery Act risks and the audit reporting that does occur will be after significant expenditures have already occurred.

Congress is currently considering a bill that could provide some financial relief to auditors lacking the staff capacity necessary to handle the increased audit responsibilities associated with the Recovery Act. H.R. 2182 would amend the Recovery Act to provide for enhanced state and local oversight of activities conducted pursuant to the Act. As passed by the House, H.R. 2182 would allow state and local governments to set aside 0.5 percent of Recovery Act funds, in addition to funds already allocated to administrative expenditures, to conduct planning and oversight. Chairman Towns, Ranking Member Issa, and this Committee are to be commended for their leadership in crafting H.R. 2182.

Single Audit Reporting Will Not Facilitate Timely Reporting of Recovery Act Program Findings and Risks The single audit reporting deadline is too late to provide audit results in time for the audited entity to take action on deficiencies noted in Recovery Act programs. The Single Audit Act requires that recipients submit their Single Audit reports to the federal government no later than nine months after the end of the period being audited. As a result an audited entity may not receive feedback needed to correct an identified internal control or compliance weakness until the latter part of the subsequent fiscal year. For example, states that have a fiscal year end of June 30th have a reporting deadline of March 31st, which leaves program management only 3 months to take corrective action on any audit findings before the end of the subsequent fiscal year. For Recovery Act programs, significant expenditure of funds could occur during the period prior to the audit report being issued.

<sup>&</sup>lt;sup>37</sup>Single Audit Act Section 7502(b)(2). The guidance provides that under certain conditions, Single Audit auditees may be audited biennially instead of annually. For entities that are audited biennially, it is longer before internal control and compliance weaknesses are identified and remediated.

The timing problem is exacerbated by the extensions to the 9 month deadline that are routinely granted by the awarding agencies, consistent with OMB guidance. For example, 13 of the 17 states in our sample have a June 30 fiscal year end and 7 of these 13 states requested and received extensions for their March 31, 2009 submission requirement of their fiscal year 2008 reporting package. \*\* The Health and Human Services Office of Inspector General (HHS OIG) is the cognizant agency for most of the states, including all of the states selected for review under the Recovery Act. According to a HHS OIG official, beginning in May 2009 HHS IG adopted a policy of no longer approving requests for extensions of the due dates for single audit reporting package submissions. OMB officials have stated that they plan to eliminate allowing extensions of the reporting package, but have not issued any official guidance or memorandum to the agencies, OIGs, or federal award recipients.

In order to realize the single audit's full potential as an effective Recovery Act oversight tool, OMB needs to take additional action to focus auditors' efforts on areas that can provide the most efficient, and most timely, results. As federal funding of Recovery Act programs accelerates in the next few months, we are particularly concerned that the Single Audit process may not provide the timely accountability and focus needed to assist recipients in making necessary adjustments to internal controls so that they achieve sufficient strength and capacity to provide assurances that the money is being spent as effectively as possible to meet program objectives.

# Efforts to Assess the Impact of Recovery Act Spending

As recipients of Recovery Act funds and as partners with the federal government in achieving Recovery Act goals, states and local units of government are expected to invest Recovery Act funds with a high level of transparency and to be held accountable for results under the Recovery Act. Under the Recovery Act, direct recipients of the funds, including states and localities, are expected to report quarterly on a number of measures including the use of funds and an estimate of the number of jobs created and the number of jobs retained. These measures are part of the recipient reports required under section 1512(c) of the Recovery Act and

<sup>&</sup>lt;sup>34</sup>Department of Health and Human Services is the cognizant agency for the 16 states and District of Columbia that are included in our study. According to OMB Circular No. A-133 \$.400(a)(2), if an entity needs an extension for submission of their single audit report, the cognizant agency must consider auditee requests for extension to the report submission due date.

will be submitted by recipients starting in October 2009. OMB guidance described recipient reporting requirements under the Recovery Act's section 1512 as the minimum performance measures that must be collected, leaving it to federal agencies to determine additional information that would be required for oversight of individual programs funded by the Recovery Act, such as the Department of Energy Weatherization Assistance Program and the Department of Justice Edward Byrne Memorial Justice Assistance Grant (JAG) Program.

In general, states are adapting information systems, issuing guidance, and beginning to collect data on jobs created and jobs retained, but questions remained about how to count jobs and measure performance under Recovery Act-funded programs. Over the last several months OMB met regularly with state and local officials, federal agencies, and others to gather input on the reporting requirements and implementation guidance. OMB also worked with the Recovery Accountability and Transparency Board to design a nationwide data collection system that will reduce information reporting burdens on recipients by simplifying reporting instructions and providing a user-friendly mechanism for submitting required data. OMB will be testing this system in July.

In response to requests for more guidance on the recipient reporting process and required data, OMB, after soliciting responses from an array of stakeholders, issued additional implementing guidance for recipient reporting on June 22, 2009. \* In addition to other areas, the new OMB guidance clarifies that recipients of Recovery Act funds are required to report only on jobs directly created or retained by Recovery Act-funded projects, activities, and contracts. Recipients are not expected to report on the employment impact on materials suppliers ("indirect" jobs) or on the local community ("induced" jobs). The OMB guidance also provides additional instruction on estimating the number of jobs created and retained by Recovery Act funding. OMB's guidance on the implementation of recipient reporting should be helpful in addressing answers to many of the questions and concerns raised by state and local program officials. However, federal agencies may need to do a better job of communicating the OMB guidance in a timely manner to their state counterparts and, as appropriate, issue clarifying guidance on required performance measurement.

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 $<sup>^{32}\!\</sup>text{OMB}$  memoranda, M-09-21, Implementing Guidance for the Reports on Use of Funds Pursuant to the American Recovery and Reinvestment Act of 2009 (June 22, 2009).

OMB's guidance for reporting on job creation aims to shed light on the immediate uses of Recovery Act funding; however, reports from recipients of Recovery Act funds must be interpreted with care. For example, accurate, consistent reports will only reflect a portion of the likely impact of the Recovery Act on national employment, since Recovery Act resources are also made available through tax cuts and benefit payments. OMB noted that a broader view of the overall employment impact of the Recovery Act will be covered in the estimates generated by the Council of Economic Advisers (CEA) using a macro-economic approach. According to CEA, it will consider the direct jobs created and retained reported by recipients to supplement its analysis.

# Concluding Observations and Recommendations

Since enactment of the Recovery Act in February 2009, OMB has issued three sets of guidance—on February 18, April 3 and, most recently, June 22, 2009 the anounce spending and performance reporting requirements to assist prime recipients and subrecipients of federal Recovery Act funds comply with these requirements. OMB has reached out to Congress, federal, state, and local government officials, grant and contract recipients, and the accountability community to get a broad perspective on what is needed to meet the high expectations set by Congress and the administration. Further, according to OMB's June guidance they have worked with the Recovery Accountability and Transparency Board to deploy a nationwide data collection system at www.federalreporting.gov.

As work proceeds on the implementation of the Recovery Act, OMB and the cognizant federal agencies have opportunities to build on the early efforts by continuing to address several important issues.

<sup>&</sup>lt;sup>66</sup>The recipient reporting requirement only covers a defined subset of the Recovery Act's funding. The reporting requirements apply to recipients who receive funding through discretionary appropriations, not recipients receiving funds through entitlement programs such as Medicaid, or tax programs. Recipient reporting also does not apply to individuals.

<sup>&</sup>lt;sup>41</sup>Executive Office of the President, Council of Economic Advisers, Estimates of Job Creation From the American Recovery and Reinvestment Act of 2009 (May 2009).

<sup>&</sup>lt;sup>63</sup>OMB Memorandum M-09-15, Updated Implementing Guidance for the American Recovery and Reinvestment Act of 2009 (Apr. 3, 2009). This guidance supplements, amends, and clarifies the initial guidance issued by OMB on February 18, 2009. OMB memoranda, M-09-21, Implementing Guidance for the Reports on Use of Funds Pursuant to the American Recovery and Reinvestment Act of 2009 (June 22, 2009).

These issues can be placed broadly into three categories, which have been revised from our last report to better reflect evolving events since April: (1) accountability and transparency requirements, (2) reporting on impact, and (3) communications and guidance.

# Accountability and Transparency Requirements

Recipients of Recovery Act funding face a number of implementation challenges in this area. The act includes new programs and significant increases in funds out of normal cycles and processes. There is an expectation that many programs and projects will be delivered faster so as to inject funds into the economy, and the administration has indicated its intent to assure transparency and accountability over the use of Recovery Act funds. Issues regarding the Single Audit process and administrative support and oversight are important.

**Single Audit:** The Single Audit process needs adjustments to provide appropriate risk-based focus and the necessary level of accountability over Recovery Act programs in a timely manner.

In our April 2009 report, we reported that the guidance and criteria in OMB Circular No. A-133 do not adequately address the substantial added risks posed by the new Recovery Act funding. Such risks may result from (1) new government programs, (2) the sudden increase in funds or programs that are new to the recipient entity, and (3) the expectation that some programs and projects will be delivered faster so as to inject funds into the economy. With some adjustment, the Single Audit could be an effective oversight tool for Recovery Act programs because it can address risks associated with all three of these factors.

April report recommendations: Our April report included recommendations that OMB adjust the current audit process to focus the risk assessment auditors use to select programs to test for compliance with 2009 federal program requirements on Recovery Act funding; provide for review of the design of internal controls during 2009 over programs to receive Recovery Act funding, before significant expenditures in 2010; and evaluate options for providing relief related to audit requirements for low-risk programs to balance new audit responsibilities associated with the Recovery Act.

Status of April report recommendations: OMB has taken some actions and has other planned actions to help focus the program selection risk assessment on Recovery Act programs and to provide guidance on auditors' reviews of internal controls for those programs. However, we

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remain concerned that OMB's planned actions would not achieve the level of accountability needed to effectively respond to Recovery Act risks and does not provide for timely reporting on internal controls for Recovery Act programs. Therefore, we are re-emphasizing our previous recommendations in this area.

To help auditors with single audit responsibilities meet the increased demands imposed on them by Recovery Act funding, we recommend that the Director of OMB take the following four actions:

- Consider developing requirements for reporting on internal controls during 2009 before significant Recovery Act expenditures occur as well as ongoing reporting after the initial report.
- Provide more focus on Recovery Act programs through the Single Audit to help ensure that smaller programs with high risk have audit coverage in the area of internal controls and compliance.
- Evaluate options for providing relief related to audit requirements for low-risk programs to balance new audit responsibilities associated with the Recovery Act.
- To the extent that options for auditor relief are not provided, develop mechanisms to help fund the additional Single Audit costs and efforts for auditing Recovery Act programs.

# Administrative Support and Oversight

States have been concerned about the burden imposed by new requirements, increased accounting and management workloads, and strains on information systems and staff capacity at a time when they are under severe budgetary stress.

**April report recommendation:** In our April report, we recommended that the director of OMB clarify what Recovery Act funds can be used to support state efforts to ensure accountability and oversight, especially in light of enhanced oversight and coordination requirements.

Status of April report recommendation: On May 11, 2009, OMB released a memorandum<sup>13</sup> clarifying how state grantees could recover administrative costs of Recovery Act activities.

#### Matter for Congressional Consideration

Because a significant portion of Recovery Act expenditures will be in the form of federal grants and awards, the Single Audit process could be used as a key accountability tool over these funds. However, the Single Audit Act, enacted in 1984 and most recently amended in 1996, did not contemplate the risks associated with the current environment where large amounts of federal awards are being expended quickly through new programs, greatly expanded programs, and existing programs. The current Single Audit process is largely driven by the amount of federal funds expended by a recipient in order to determine which federal programs are subject to compliance and internal control testing. Not only does this model potentially miss smaller programs with high risk, but it also relies on audit reporting 9 months after the end of a grantee's fiscal year—far too late to preemptively correct deficiencies and weaknesses before significant expenditures of federal funds. Congress is considering a legislative proposal in this area and could address the following issues:

- To the extent that appropriate adjustments to the Single Audit process
  are not accomplished under the current Single Audit structure,
  Congress should consider amending the Single Audit Act or enacting
  new legislation that provides for more timely internal control
  reporting, as well as audit coverage for smaller Recovery Act programs
  with high risk.
- To the extent that additional audit coverage is needed to achieve accountability over Recovery Act programs, Congress should consider mechanisms to provide additional resources to support those charged with carrying out the Single Audit act and related audits.

## Reporting on Impact

Under the Recovery Act, responsibility for reporting on jobs created and retained falls to nonfederal recipients of Recovery Act funds. As such, states and localities have a critical role in identifying the degree to which Recovery Act goals are achieved.

<sup>&</sup>lt;sup>43</sup>OMB memoranda, M-09-18, Payments to State Grantees for Administrative Costs of Recovery Act Activities (May 11, 2009).

Performance reporting is broader than the jobs reporting required under section 1512 of the Recovery Act. OMB guidance requires that agencies collect and report performance information consistent with the agency's program performance measures. As described earlier in this report, some agencies have imposed additional performance measures on projects or activities funded through the Recovery Act.

April report recommendation: In our April report, we recommended that given questions raised by many state and local officials about how best to determine both direct and indirect jobs created and retained under the Recovery Act, the Director of OMB should continue OMB's efforts to identify appropriate methodologies that can be used to (1) assess jobs created and retained from projects funded by the Recovery Act; (2) determine the impact of Recovery Act spending when job creation is indirect; (3) identify those types of programs, projects, or activities that in the past have demonstrated substantial job creation or are considered likely to do so in the future and consider whether the approaches taken to estimate jobs created and jobs retained in these cases can be replicated or adapted to other programs.

Status of April report recommendation: OMB has been meeting on a regular basis with state and local officials, federal agencies, and others to gather input on reporting requirements and implementation guidance and has worked with the Recovery Accountability and Transparency Board on a nationwide data collection system. On June 22, OMB issued additional implementation guidance on recipient reporting of jobs created and retained. This guidance is responsive to much of what we said in our April report. It states that there are two different types of jobs reports under the Recovery Act and clarifies that recipient reports are to cover only direct jobs created or retained. "Indirect" jobs (employment impact on suppliers) and "induced" jobs (employment impact on communities) will be covered in Council of Economic Advisers (CEA) quarterly reports on employment, economic growth, and other key economic indicators. Consistent with the statutory language of the act, OMB's guidance states that these recipient reporting requirements apply to recipients who receive funding through discretionary appropriations, not to those receiving funds through either entitlement or tax programs or to individuals. It clarifies that the prime recipient and not the subrecipient is responsible for reporting section 1512 information on jobs created or retained. The June 2009 guidance also provides detailed instructions on how to calculate and report jobs as fulltime equivalents (FTE). It also describes in detail the data model and reporting system to be used for the required recipient reporting on jobs.

The guidance provided for reporting job creation aims to shed light on the immediate uses of Recovery Act funding and is reasonable in that context. It will be important, however, to interpret the recipient reports with care. As noted in the guidance, these reports are only one of the two distinct types of reports seeking to describe the jobs impact of the Recovery Act. CEA's quarterly reports will cover the impact on employment, economic growth, and other key economic indicators. Further, the recipient reports will not reflect the impact of resources made available through tax provisions or entitlement programs. "

Recipients are required to report no later than 10 days after the end of the calendar quarter. The first of these reports is due on October 10, 2009. After prime recipients and federal agencies perform data quality checks, detailed recipient reports are to be made available to the public no later than 30 days after the end of the quarter. Initial summary statistics will be available on www.recovery.gov. The guidance explicitly does not mandate a specific methodology for conducting quality reviews. Rather, federal agencies are directed to coordinate the application of definitions of material omission and significant reporting error to "ensure consistency" in the conduct of data quality reviews. Although recipients and federal agency reviewers are required to perform data quality checks, none are required to certify or approve data for publication. It is unclear how any issues identified under data quality reviews would be resolved and how frequently data quality problems would have been identified in the reviews. We will continue to monitor this data quality and recipient reporting requirements.

Our recommendations: To increase consistency in recipient reporting or jobs created and retained, the Director of OMB should work with federal agencies to have them provide program-specific examples of the application of OMB's guidance on recipient reporting of jobs created and retained. This would be especially helpful for programs that have not previously tracked and reported such metrics.

<sup>&</sup>lt;sup>54</sup>Consistent with GAO's past work showing that tax expenditures receive less scrutiny than outlay programs (e.g., GAO, Government Performance and Accountability: Tax Expenditures Represent a Substantial Federal Commitment and Need to Be Reexamined, GAO-05-690 (Washington, D.C.: Sept. 23, 2005), we have begun work to determine the level of transparency and oversight that will be provided for the Recovery Act tax provisions. Administration officials are formulating plans for what information will be collected, analyzed, and reported for the tax provisions. See also: GAO, American Recovery and Reinvestment Act: GAO's Role in Helping to Ensure Accountability and Transparency, GAO-09-453T (Washington, D.C.: Mar. 5, 2009).

Because performance reporting is broader than the jobs reporting required by section 1512, the Director of OMB should also work with federal agencies—perhaps through the Senior Management Councils—to clarify what new or existing program performance measures—in addition to jobs created and retained—that recipients should collect and report in order to demonstrate the impact of Recovery Act funding. <sup>45</sup>

In addition to providing these additional types of program-specific examples of guidance, the Director of OMB should work with federal agencies to use other channels to educate state and local program officials on reporting requirements, such as Web- or telephone-based information sessions or other forums.

# Communications and Guidance

Funding notification and program guidance: State officials expressed concerns regarding communication on the release of Recovery Act funds and their inability to determine when to expect federal agency program guidance. Once funds are released there is no easily accessible, real-time procedure for ensuring that appropriate officials in states and localities are notified. Because half of the estimated spending programs in the Recovery Act will be administered by nonfederal entities, states wish to be notified when funds are made available to them for their use as well as when funding is received by other recipients within their state that are not state agencies.

OMB does not have a master timeline for issuing federal agency guidance. OMB's preferred approach is to issue guidance incrementally. This approach potentially produces a more timely response and allows for mid-course corrections; however, this approach also creates uncertainty among state and local recipients responsible for implementing programs. We continue to believe that OMB can strike a better balance between developing timely and responsive guidance and providing a longer range

<sup>&</sup>lt;sup>19</sup>According to OMB guidance, rather than establishing a new council, agencies are encouraged to leverage their existing Senior Management Councils to oversee Recovery Act performance across the agency, including risk management. The Senior Management Council should be composed of the Chief Financial Officer, Senior Procurement Executive, Chief Human Capital Officer, Chief Information Officer, Performance Improvement Officer, and managers of programmatic offices. The agency's Senior Accountable Official should also participate and assume a leadership role. Agencies should also consider having their Office of General Counsel and Office of Inspectors General serve in advisory roles on the Senior Management Council.

time line that gives some structure to states' and localities' planning efforts.

April report recommendation: In our April report, we recommended that to foster timely and efficient communications, the Director of OMB should develop an approach that provides dependable notification to (1) prime recipients in states and localities when funds are made available for their use, (2) states—where the state is not the primary recipient of funds but has a statewide interest in this information—and (3) all nonfederal recipients on planned releases of federal agency guidance and, if known, whether additional guidance or modifications are recommended.

Status of April recommendation: OMB has made important progress in the type and level of information provided in its reports on Recovery.gov. Nonetheless, OMB has additional opportunities to more fully address the recommendations we made in April. By providing a standard format across disparate programs, OMB has improved its Funding Notification reports, making it easier for the public to track when funds become available. Agencies update their Funding Notification reports for each program individually whenever they make funds available. Both reports are available on www.recovery.gov. OMB has taken the additional step of disaggregating financial information, i.e., federal obligations and outlays by Recovery Act programs and by state in its Weekly Financial Activity Report.

Our recommendation: The Director of OMB should continue to develop and implement an approach that provides easily accessible, real-time notification to (1) prime recipients in states and localities when funds are made available for their use, and (2) states—where the state is not the primary recipient of funds but has a statewide interest in this information. In addition, OMB should provide a long range time line for the release of federal guidance for the benefit of nonfederal recipients responsible for implementing Recovery Act programs.

Recipient financial tracking and reporting guidance: In addition to employment related reporting, OMB's guidance calls for the tracking of funds by the prime recipient, recipient vendors, and subrecipients receiving payments. OMB's guidance also allows that "prime recipients may delegate certain reporting requirements to subrecipients." Either the prime or sub-recipient must report the D-U-N-S number (or an acceptable alternative) for any vendor or sub-recipient receiving payments greater than \$25 thousand. In addition, the prime recipient must report what was purchased and the amount, and a total number and amount for sub-awards

of less than \$25 thousand. By reporting the DUNS number, OMB guidance provides a way to identify subrecipients by project, but this alone does not ensure data quality.

The approach to tracking funds is generally consistent with the Federal Funding Accountability and Transparency Act (FFATA). Like the Recovery Act, the FFATA requires a publicly available Web site— USAspending.gov—to report financial information about entities awarded federal funds. Yet, significant questions have been raised about the reliability of the data on USAspending.gov, primarily because what is reported by the prime recipients is dependent on the unknown data quality and reporting capabilities of their subrecipients.

For example, earlier this year, more than 2 years after passage of FFATA, the Congressional Research Services (CRS) questioned the reliability of the data on USAspending.gov. We share CRS's concerns associated with USAspending.gov, including incomplete, inaccurate, and other data quality problems. More broadly, these concerns also pertain to recipient financial reporting in accordance with the Recovery Act and its federal reporting vehicle, www.FederalReporting.gov, currently under development.

Our recommendation: To strengthen the effort to track the use of funds, the Director of OMB should (1) clarify what constitutes appropriate quality control and reconciliation by prime recipients, especially for subrecipient data, and (2) specify who should best provide formal certification and approval of the data reported.

Agency-specific guidance: DOT and FHWA have yet to provide clear guidance regarding how states are to implement the Recovery Act requirement that economically distressed areas are to receive priority in the selection of highway projects for funding. We found substantial variation both in how states identified areas in economic distress and how they prioritized project selection for these areas. As a result, it is not clear whether areas most in need are receiving priority in the selection of highway infrastructure projects, as Congress intended. While it is true that states have discretion in selecting and prioritizing projects, it is also important that this goal of the Recovery Act be met.

Our recommendation: To ensure states meet Congress's direction to give areas with the greatest need priority in project selection, the Secretary of Transportation should develop clear guidance on identifying and giving priority to economically distressed areas that are in accordance with the requirements of the Recovery Act and the Public Works and Economic

Development Act of 1965, as amended, and more consistent procedures for the Federal Highway Administration to use in reviewing and approving states' criteria.

# Agency Comments and Our Evaluation

We received comments on a draft of our report from the U.S. Office of Management and Budget (OMB) and the U.S. Department of Transportation (DOT) on our report recommendations.

U.S. Office of Management and Budget: OMB concurs with the overall objectives of our recommendations made to OMB in our report. OMB offered clarifications regarding the area of Single Audit and did not concur with some of our conclusions related to communications. What follows summarizes OMB's comments and our responses.

## Single Audit Act

OMB agreed with the overall objectives of our recommendations and offered clarifications regarding the areas of Single Audit. OMB also noted it believes that the new requirements for more rigorous internal control reviews will yield important short-term benefits and the steps taken by state and local recipients to immediately initiate controls will withstand increased scrutiny later in the process.

OMB commented that it has already taken and is planning actions to focus program selection risk assessment on Recovery Act programs and to increase the rigor of state and local internal controls on Recovery Act activities. However, our report points out that OMB has not yet completed critical guidance in these areas. Unless OMB plans to change the risk assessment process conducted for federal programs under Circular A-133, smaller, but significantly risky programs under the Recovery Act may not receive adequate attention and scrutiny under the Single Audit process.

OMB acknowledged that acceleration of internal control reviews could cause more work for state auditors, for which OMB and Congress should explore potential options for relief. This is consistent with the recommendations we make in this report. OMB also noted that our draft report did not offer a specific recommendation for achieving acceleration of internal control reporting. Because there are various ways to achieve the objective of early reporting on internal controls, we initially chose not to prescribe a specific method; however, such accelerated reporting could be achieved in various ways. For instance, OMB could require specific internal control certifications from federal award recipients meeting certain criteria as of a specified date, such as December 31, 2009, before

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significant Recovery Act expenditures occur. Those certifications could then be reviewed by the auditor as part of the regular single audit process. Alternatively, or in addition, OMB could require that the internal control portion of the single audit be completed early, with a report submitted 60 days after the recipient's year end. We look forward to continuing our dialog with OMB on various options available to achieve the objective of early reporting on internal controls. We will also continue to review OMB's guidance in the area of single audits as such guidance is being developed.

# Communications

OMB has made important progress relative to some communications. In particular, we agree with OMB's statements that it requires agencies to post guidance and funding information to agency Recovery Act websites, disseminates guidance broadly, and seeks out and responds to stakeholder input. In addition, OMB is planning a series of interactive forums to offer training and information to Recovery Act recipients on the process and mechanics of recipient reporting and they could also serve as a vehicle for additional communication. Moving forward and building on the progress it has made, OMB can take the following additional steps related to funding notification and guidance.

First, OMB should require direct notification to key state officials when funds become available within a state. OMB has improved Funding Notification reports by providing a standard format across disparate programs, making it easier for the public to track when funds become available. However, it does not provide an easily accessible, real-time notification of when funds are available. OMB recognized the shared responsibilities of federal agencies and states in its April 3, 2009 guidance when it noted that federal agencies should expect states to assign a responsible office to oversee data collection to ensure quality, completeness, and timeliness of data submissions for recipient reporting. In return, states have expressed a need to know when funds flow into the state regardless of which level of government or governmental entity within the state receives the funding so that they can meet the accountability objectives of the Recovery Act. We continue to recommend more direct notification to (1) prime recipients in states and localities when funds are made available for their use, and (2) states-where the state is not the primary recipient of funds but has a statewide interest in this information.

Second, OMB should provide a long range time line for the release of federal guidance. In an attempt to be responsive to emerging issues and questions from the recipient community, OMB's preferred approach is to

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issue guidance incrementally. This approach potentially produces a more timely response and allows for mid-course corrections; however, this approach also creates uncertainty among state and local recipients. State and local officials expressed concerns that this incremental approach hinders their efforts to plan and administer Recovery Act programs. As a result, we continue to believe OMB can strike a better balance between developing timely and responsive guidance and providing some degree of a longer range time line so that states and localities can better anticipate which programs will be affected and when new guidance is likely to be issued. OMB's consideration of a master schedule and its acknowledgement of the extraordinary proliferation of program guidance in response to Recovery Act requirements seem to support a more structured approach. We appreciate that a longer range time line would need to be flexible so that OMB could also continue to issue guidance and clarifications in a timely manner as new issues and questions emerge.

U.S. Department of Transportation: DOT generally agreed to consider the recommendation that it develop clear guidance on identifying and giving priority to economically distressed areas and more consistent procedures for reviewing and approving states' criteria. DOT agreed that states must give priority to projects located in economically distressed areas, but said that states must balance all the Recovery Act project selection criteria when selecting projects including giving preference to activities that can be started and completed expeditiously, using funds in a manner that maximizes job creation and economic benefit, and other factors. While we agree with DOT that there is no absolute primacy of economically distressed area projects in the sense that they must always be started first, the specific directives in the act that apply to highway infrastructure are that priority is to be given to projects that can be completed in 3 years, and are located in economically distressed areas DOT also stated that the basic approach used by selected states to apply alternative criteria is consistent with the Public Works and Economic Development Act and its implementing regulations on economically distressed areas because it makes use of flexibilities provided by the Public Works Act to more accurately reflect changing economic conditions. However the result of DOT's interpretation would be to allow states to prioritize projects based on criteria that are not mentioned in the highway infrastructure investment portion of the Recovery or the Public Works Acts without the involvement of the Secretary or Department of Commerce. We plan to continue to monitor states' implementation of the economically distressed area requirements and interagency coordination at the federal level in future reports.

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Mr. Chairman, Representative Issa, and Members of the Committee this concludes my statement. I would be pleased to respond to any questions you may have.

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Waste, and Abuse in	Web site: www.gao.gov/fraudnet/fraudnet.htm
Federal Programs	E-mail: fraudnet@gao.gov Automated answering system; (800) 424-5454 or (202) 512-7470
Congressional Relations	Ralph Dawn, Managing Director, dawnr@gao.gov, (202) 512-4400 U.S. Government Accountability Office, 441 G Street NW, Room 7125 Washington, DC 20548
Public Affairs	Chuck Young, Managing Director, youngc1@gao.gov, (202) 512-4800 U.S. Government Accountability Office, 441 G Street NW, Room 7149 Washington, DC 20548

Chairman Towns. Thank you very much for your testimony. Mr. Nabors.

#### STATEMENT OF ROBERT L. NABORS II

Mr. Nabors. Chairman Towns, Ranking Member Issa, members of the committee, I appreciate the opportunity to speak with you today about the status of our economic recovery and, more particularly, the Recovery Act's role in restoring sustainable economic

growth to our country.

To understand where we are, it's important to recognize just how dangerous a path our economy was on just a few months ago. We are working on coming out of the worst economic crisis since the Great Depression. For the fourth quarter of 2008, the United States experienced a negative growth rate of 6.3 percent, the worst since the recession of 1982. Employment fell every month in 2008. The economy has lost a record 5.7 million jobs over the past year and 6.5 million since the recession began in December 2007.

After a long and unprecedented boom, housing prices have fallen 11 percent since their peak in April 2007. And over that same period, residential investment has fallen by more than 40 percent.

\$9.8 trillion of wealth has been lost in the market. The financial crisis has choked off lending, contributing to further economic decline. And some of our most prominent businesses have closed, merged, or been forced to take drastic steps to stay afloat.

In January and February, when Congress and the President worked in concert to approve the Recovery Act, all of us knew the economic situation was bad. None of us anticipated just how weak

the economy truly was, though.

The financial meltdown contributed mightily to this situation, but so did deficiencies in the foundation of our economic growth: infrastructure, health care, education, and clean energy. When we have failing drinking water systems, crumbling roads and highways, substandard or nonexistent broadband service, bridges that are graded as dangerous for travel, wastewater treatment plants in poor condition, schools that are overcrowded and falling apart, thousands of dams labeled as high-hazard or unsafe, the picture is clear.

While these deficiencies are not the only cause of the economic problems we face, it is a significant contributing factor. It places substantial strain on State and local governments and inhibits the ability of businesses to compete.

From the moment he was elected, the President has put the economy front and center. Working with Congress, the administration has stabilized the financial market and started to see stabilization on housing. We are slowing the economic freefall.

As a Nation, we are moving from a long period of economic slowdown to a time of new industry, opportunity, and innovation. The Recovery Act is an important part of that effort. The Recovery Act is designed to help millions of families weather this downturn, create new jobs, and spark the engines of long-term growth.

It's a work in progress, but it's steady progress. Just this month, 8 days into July, the Department of Education is helping States with their increasing budgetary pressures by accelerating more than \$2.7 billion in Recovery Act funds well ahead of schedule. The administration opened competition on more than \$15 billion in high-speed rail, smart grid, and broadband programs. All 50 States obligated at least half of their highway funds before the July 1st deadline, and, as a result, right now there are more than 1,900

highway projects under way across the country.

Also this month, the Department of Energy moved forward with more than \$460 million for cutting-edge emission reduction projects that will be central to the Nation's innovative clean energy future; the Interior Department pressed forward with another \$134 million for critical water reclamation projects in the West; the Department of Veterans Affairs completed \$500 million in recovery payments to approximately 1.9 million veterans and beneficiaries to help them keep pace with their bills.

Overall, more than 20,000 Recovery Act projects have been approved. Almost \$201 billion of all Recovery Act funding has been

obligated or distributed.

These are many of the things on which the Recovery Act focuses, but more importantly, the Recovery Act invested in people. Within a few weeks of the act becoming law, we implemented the broadest tax cut in history. The Recovery Act provided \$288 billion in tax cuts and incentives to families and businesses.

We extended and expanded unemployment benefits and medical coverage for people who are still looking for work. We have modified the First-Time Homebuyers Tax Credit so it can be used for a down payment or for closing costs, helping to stabilize the housing market. And, to date, nearly 1.1 million new homeowners have claimed the \$8,000 credit.

And the Recovery Act does more, focusing on improving the skills and abilities of the American people so we can build better products more efficiently and effectively. That means improved schools and teachers, specialized training for cutting-edge industries, and financial help for those men and women ready to start their own businesses.

The American people know that getting out of the economic hole will not be easy or quick. They also have every right to know that these investments are making a difference. To that end, the administration has put forward an unprecedented transparency effort that is reliable, accurate, and open. This has never been done before at the Federal level. Beginning in October, as Congress mandated, the American people will be able to see how dollars are being spent in their local community, who is getting the funds, for what projects, and when will the project be finished, and what is the benefit to their community.

The Recovery Accountability and Transparency Board, led by Earl Devaney, has the responsibility to track how dollars are being spent. OMB is working in full partnership with the board to make sure that the dollars are invested smartly and to stop waste, fraud, and abuse.

Our mission is simple: Fund projects that can make a difference today with new jobs and opportunities while building strength for the economy for many years to come.

Is this easy? No. Is our work complete? Not even close. But we are on the right path. Last month, the economy lost 467,000 jobs. And let's be very clear about this: 467,000 jobs lost in a month is

467,000 jobs too many, but is much slower than the pace that we saw in the first quarter, when the average monthly job loss was 691,000 jobs.

We are making progress, but we still have a long way to go. A 9.5 percent unemployment rate is not acceptable. Neither are the daily——

Chairman Towns. Mr. Nabors, could you summarize? Your time

is up.

Mr. NABORS. I thank you again for the opportunity to testify before you, and I look forward to answering any questions that you have.

[The prepared statement of Mr. Nabors follows:]

# Robert L. Nabors II Deputy Director of the Office of Management and Budget Testimony for the House Committee on Government Oversight and Reform July 8, 2009

Chairman Towns, Ranking Member Issa, Members of the Committee, thank you for inviting me to speak to you today about the implementation of the American Recovery and Reinvestment Act.

To understand where we are, it is important to recognize how dangerous a path our economy was on just a few months ago. We are working to come out of the worst economic crisis since the Great Depression. For the fourth quarter of 2008, the United States experienced a negative growth rate of 6.3 percent, the worst since the recession of 1982. Employment fell in every month of 2008. The economy has lost a record 5.7 million jobs over the past year and 6.5 million since the recession began in December 2007. The manufacturing and construction sectors have accounted for nearly half of total job losses.

After a long and unprecedented housing boom, house prices have fallen 11 percent since their peak in April 2007, and, over the same period, residential investment has fallen by more than more than 40 percent.

\$9.8 trillion of wealth has been lost in the market. The financial crisis has choked off lending, contributing to further economic decline. And some of our most prominent businesses have closed, merged, or been forced to take drastic steps to stay afloat.

In essence, we are facing a significant gap between what our economy is capable of producing and what it is actually producing. Equal to about \$1 trillion in 2009, this output gap is equivalent to roughly seven percent of the estimated potential output of our economy.

In January, when this Congress was sworn in and when the President took the Oath of Office, when we worked in concert to approve the Recovery Act, no one knew the full depth of this recession. Make no mistake, all of us knew the economic situation was bad; none of us expected that it was so terribly off track.

Immediately after taking office, the President and the Congress focused on restoring the demand for goods and services that our economy could produce with its existing capacity as the key to returning the nation to a path of economic growth. Passing the Recovery Act was an important step to provide immediate relief to struggling families, create and save jobs, and jumpstart the economy. Signed just 28 days after the President took office; the Recovery Act is bigger than any comparable effort in American history—amounting to about 2.5 percent of GDP each year for the next two years. By contrast, Federal stimulus during the first year of Franklin Roosevelt's first full year in office amounted to 1.5 percent of GDP and was mostly reversed the next year.

The Recovery Act was crafted to address both the immediacy of this recession and invest in rebuilding our economic foundation. For too long, core infrastructure building blocks have been

neglected. As an example, the American Society of Civil Engineers gives the nation's infrastructure a dismal grade of "D," noting the country's failing drinking water systems, crumbling roads and highways, and inland waterways that cannot handle today's capacity.

Add to that crumbling foundation the skyrocketing costs of health care, the inconsistent education in our classrooms, the incredible pressures of global competition, and the overreliance on foreign energy, and it quickly becomes clear that our challenge is more than most of us ever imagined.

#### **Priorities**

President Obama has put the economy front and center. Working with Congress, the Administration has stabilized the financial markets and started to see stabilization on housing. We are slowing the economic freefall. As a nation, we are moving from a long period of economic slowdown to a time of new industry, opportunity, and innovation. The Recovery Act is an important part of that effort.

The Recovery Act invests in those things that create jobs now while strengthening the foundation for sustainable economic growth. It also invests in people, providing direct support to families and small businesses struggling to keep ahead of the recession's pressures.

Just this month, eight days into July, the Department of Education is helping states with their increasing budgetary pressures by accelerating more than \$2.7 billion in Recovery Act funds well ahead of schedule. The Administration opened competition on more than \$15 billion in high-speed rail, smart grid, and broadband programs. All 50 states obligated at least half of their highway funds before the July 1 deadline. As a result, right now, there are more than 1,900 highway projects underway across the country.

An important point on transportation funds: States are routinely receiving low bids for highway and airport construction projects that are 10 to 20 percent and, in some cases, 30 percent lower than expected. These lower bids are allowing states to stretch taxpayer dollars, complete additional projects, and create more jobs.

Also this month, the Department of Energy moved forward with more than \$460 million for cutting-edge emission-reduction projects that will be central to the nation's innovative clean-energy future. The Interior Department pressed forward with another \$134 million for critical water reclamation projects in the West. The Department of Veterans Affairs completed \$500 million in Recovery payments to approximately 1.9 million Veterans and beneficiaries to help them keep pace with their bills. And the EPA released more than \$82 million for clean diesel projects throughout the country.

Overall, about 34 percent of Recovery Act funding is being distributed through grants or direct Federal spending by the Federal agencies. Of those funds, about 80 percent are grants. Of these grants, approximately \$88 billion are competitive awards and approximately \$135 billion are distributed through block or formula-funds to States and localities.

Investments in people are providing immediate help to struggling families.

Approximately 37 percent of the funding is in tax credits and incentives that increase Americans' disposable income and help spur the production of consumer goods and put people back to work.

Tax relief began to appear in Americans' paychecks in April. So far, there has been about \$15 billion in tax breaks through the Making Work Pay tax provision that increases 95 percent of working American households' take-home pay. It is anticipated that this tax cut will increase consumer spending on products that they haven't been buying over the past year-and-a-half. Such spending in turn helps to create economic activity that would not have otherwise occurred, and thus stimulate further job growth through a multiplier effect.

Another important piece of the Recovery Act is the change to the First-Time Homebuyers Tax Credit. The Act modifies the credit so it can be used for a down payment or closing costs, helping to stabilize the housing market. To date, nearly 1.1 million new homeowners have claimed the \$8,000 credit.

And the Act does more, focusing on improving the skills and abilities of the American people so we can build better products more efficiently and effectively. That means improved schools and teachers, specialized training for green jobs and cutting-edge industries, and financial help for those men and women ready to start their own business.

Helping people also means strengthening the resources available to people who find themselves without work and in need of assistance.

The Recovery Act extends or expands programs like Unemployment Insurance, Social Security Income and FMAP. These programs account for about 29 percent of total Recovery Act funds. They are focused on providing people with a safety net during these difficult times while moving money back into the economy by increasing demand for basic necessities like groceries and medical supplies.

Additionally, recession-related job losses threaten health coverage for many families. To help people maintain coverage, the Recovery Act provides a 65 percent subsidy for COBRA continuation premiums for up to nine months for workers who have been involuntarily terminated and for their families. With COBRA premiums averaging more than \$1,000 a month, this assistance is vitally important.

At a time when private sector spending is low, these government investments are creating and saving jobs as well as completing important work that needs to be done.

The Committee undoubtedly will hear from these Governors about the fiscal pressures facing states. They face very difficult choices. A recent analysis by the Center for Budget and Policy Priorities found that the Recovery Act – through these safety-net and fiscal stabilization investments -- is providing states with much-needed relief, reducing the size and extent of budget cuts and closing 30 to 40 percent of state fiscal shortfalls. We will continue to work with states in the months ahead to make sure that we keep our eye on the future – reforming health care and

bringing down its cost, investing in health care, and creating new clean energy jobs – so that we can build a new, solid foundation for our children and grandchildren.

#### Impact

The investments we are making through the Recovery Act are having an impact. They are stimulating the economy, creating jobs, providing aid to hard-hit individuals and communities, and advancing key longer term priorities.

As of June 30, almost \$201 billion, or approximately 26 percent, of all Recovery Act funding had been obligated or distributed. This includes \$157.7 billion of obligations, representing all major agencies—of which over a third has been outlaid—and \$43.2 billion of tax relief.

Improvements to safety-net programs are providing immediate relief to the nation's most vulnerable citizens. For example, 54 million seniors are receiving \$250 Social Security payments in the mail, and Veterans are receiving similar payments. States have received more than \$21.9 billion in assistance to avoid Medicaid cuts. This accounts for nearly 90 percent of the total amount that was appropriated for the program under the Recovery Act. Last week, the Bureau of Economic Analysis reported that Recovery Act benefits – like the \$250 relief payments and the tax credits – boosted personal income by \$17 billion in May.

Investments in <u>discretionary programs</u> are creating or saving jobs and improving communities. For example, 40 states have now qualified for their share of the \$44 billion in State Fiscal Stabilization Funds under the Recovery Act, an investment that is expected to create or save hundreds of thousands of education-related jobs.

Since April, Recovery Act tax cuts and spending program increases have contributed to increases in real disposable personal income (DPI). DPI increased by 1.6 percent in May and 1.2 percent in April, after decreasing in February and stagnating in March. According to the Bureau of Economic Analysis, the May change in DPI was boosted by the Recovery Act provisions that reduced taxes and increased government social benefit payments. Absent these factors, BEA estimates that DPI would have increased by just 0.2 percent in May, and 0.9 percent in April. Real Personal Consumption Expenditures also increased slightly in May, after stagnating or declining in all months since February.

Further, the Recovery Act is making significant resources available to States that are struggling during these difficult economic times. Since almost all States have to balance their fiscal budgets, even in the face of recession, 40 have cut benefits and services, 28 have raised taxes, and more are considering both measures. These actions deepen the impact of the downturn, but the cuts and tax increases would have had to be much larger without the Recovery Act.

There is clear evidence that these investments are helping States to weather this recession. As outlined in the GAO report released today, Recovery Act funding has relieved pressure on state budgets, allowing them to provide better service and avoid job cuts. States reported that because of the Recovery Act, they were able to maintain current Medicaid benefits and eligibility levels and meet the rising level of need. School district officials reported that the State Fiscal Stabilization Fund (SFSF) would offset budget cuts so that they could maintain staffing levels.

The New York City School district estimated that this would save approximately 14,000 jobs. In California, the SFSF is helping to keep college more affordable by enabling the State to raise tuition by 9.2 percent instead of 26 percent.

Last week's report on the employment situation made it clear that we face important challenges as we work to end this severe recession. But, the fact that leading indicators, such as building permits, orders for advanced durable goods, and measures of consumer confidence, have turned upward is an encouraging sign that the Recovery Act and our programs to stabilize the housing sector and financial markets are having a positive impact. Both the Administration's estimates and those of private forecasters suggest that the impact of the Recovery Act will increase substantially over time, and will move from leading indicators to genuine economic expansion and crucial job creation.

#### Implementation

To maximize the effectiveness of the Recovery Act, it is crucial that all levels of government take extraordinary measures to implement its programs quickly yet wisely.

From the moment that the President signed the Recovery Act, he stressed the great responsibility that comes with implementing a recovery package of this size, and that all levels of government would be held accountable for the results. The Act is an unprecedented response to a record recession; similarly, the transparency and oversight involved are also unprecedented.

Both the President and Congress have been active in assembling a strong leadership structure for Recovery Act implementation. Within a week of signing the Act, the President designated Vice President Biden to coordinate the Federal response to the Act. The Vice President's office—together with OMB—has set up a Recovery Act implementation team, and Vice President Biden is regularly engaged with their efforts. Since February 11, the Vice President has participated in over 40 events, cabinet meetings, and conference calls related to the Recovery Act.

In order to develop a structure for creating transparency and accountability, there are a number of other entities that play critical roles in Recovery Act implementation.

Within the Act, Congress established the independent Recovery Accountability and Transparency Board—which is chaired by Earl Devaney and includes 12 Federal inspectors general. The Board is responsible for coordinating and conducting oversight of Recovery Act funds to prevent fraud, waste, and abuse. It is tasked with producing quarterly and annual reports on the use of Recovery Act funds. It also makes recommendations to agencies about how they can spend money better. Pursuant to the requirements of the Act, the Board also maintains Recovery.gov, which is designed to make information about Recovery Act spending available to the public to provide greater accountability and transparency. The Administration initially launched the website on the day that the Act was signed and the Board was established. However, the Board now has full control over website and makes all decisions with respect to what content is included and how it is displayed.

In addition to the Vice President and the Board, the responsibility for oversight and implementation is a shared responsibility of Federal, State, and local governments. To name a few

- The Government Accountability Office (GAO) is tasked with a range of responsibilities
  including conducting bimonthly reviews on how funds are used by select States and
  localities; reviewing certain areas like education, small business and health care; and
  commenting on recipient funding reports.
- The Council on Economic Advisers (CEA), in consultation with OMB and the Treasury
  Department, submits quarterly reports to the House and Senate Appropriations
  committees on the impact that Recovery Act programs are having on employment,
  estimated economic growth, and other key economic indicators.
- The Congressional Budget Office (CBO), along with GAO, will provide comments on quarterly reports within 45 days of their submission.
- The inspectors general for Federal departments and agencies conduct audits and respond
  to the public's concerns about the use of Recovery Act funds.
- The Federal agencies themselves are responsible for producing detailed spend plans, reporting on their specific programs, and have the principal responsibility for executing those programs. They do all of this in close partnership with the State and local governments who receive funding for most discretionary programs and are responsible for executing them at the ground level.
- Almost all states have appointed Recovery Coordinators who communicate regularly
  with the Administration about reporting guidance and other significant issues.

#### Role of OMB

The role of the Office of Management and Budget is to coordinate the "nuts and bolts" of Recovery Act implementation within the Executive branch and make sure that these implementation efforts are consistent with the Act's mission and the President's priorities.

We work closely with the agencies to oversee their progress on Recovery Act implementation — from planning, to implementation, to audit and evaluation. In practice, this means everything from designating officials within agencies to be accountable for Recovery Act implementation, to reviewing agency Recovery plans and projects, to coordinating the technology and processes for collecting data.

One of our principal responsibilities is to uphold the President and Congress' commitment to the American people that the Recovery Act be implemented with an unprecedented level of transparency and accountability. Section 1512 of the Recovery Act holds recipients of Recovery Act funding accountable for reporting data with greater detail and speed than ever before.

Section 1512 requires that within 10 days of the end of each quarter (beginning in October 2009), all recipients of Recovery Act funds submit reports to the agencies from which they received funds. Those reports are to be published by the Recovery Board within 30 days of each quarter's end. By law, these reports require recipients across the nation to publicly present new information on how dollars are being spent, including:

- The total amount of recovery funds received from the agency;
- The amount of recovery funds received that were expended or obligated to projects or activities; and
- A detailed list of all projects or activities for which recovery funds were expended or
  obligated, including the name of the project or activity, description, and an evaluation of
  its completion status, an estimate of the number of jobs created and retained, a rationale
  for cases of infrastructure investments, and detailed information on any subcontracts or
  sub-grants awarded by the recipient (aggregate reporting is allowed on awards below
  \$25,000).

To initiate these reporting requirements, OMB has released three rounds of implementing guidance. The first was issued just one day after the President signed the Recovery Act. From the very beginning, our guidance has called on agencies to go beyond standard operating procedures and recognize the need for an unprecedented degree of transparency. We have consistently asked for information beyond what is required by the Recovery Act itself in order to uphold the President's commitment to the American people.

While the Recovery Act does not require full and comprehensive financial reporting or name a specific date at which reporting must begin, we wanted to have information as soon as possible. Our initial implementing guidance established a financial reporting system effective immediately that was more comprehensive than that mandated by law. We asked agencies to report their total obligations and outlays, and their block grant allocations, and major communications each week. In order to make sure that agencies were distinguishing Recovery Act dollars from other funds, we required unique Treasury appropriation fund symbols in agency financial systems that would clearly identify Recovery Act dollars to anyone looking at the data. Much of the data that is currently available on Recovery.gov was collected because of the financial reporting requirements that were included in OMB's initial guidance.

As we worked to achieve unprecedented levels of disclosure, it quickly became clear that there was a huge public demand for this information. Recovery gov received 3,000 hits per second the day it was launched and more than 150 million hits by early March. In early April, we responded to the public appetite for more information in our second round of guidance, which asked agencies to provide "significant" funding announcements to OMB as they occur in order to provide a better "real-time" sense of what projects are being funded, where they are, and how much funding they are receiving.

This round of guidance also took a forward-looking approach by beginning preparations for meeting the October 10 funding disclosure deadline. The guidance provided details on the

recipient reporting requirements that would begin at this time and established standard datadefinitions, as well as standardized Terms and Conditions for Federal grants, loans, contracts, and other awards. The guidance also announced for the first time that OMB and the Recovery Board would oversee the development of a centralized technological platform to streamline the process through which data is collected and made available to the Recovery Board for publication on Recovery.gov.

Finally, we used this round of guidance to underscore the importance of facilitating an open discussion with the American people about the implementation of the Recovery Act by establishing a "comment period" that allowed the public to provide additional input and feedback on our guidance. We have taken this feedback seriously, as is reflected in our third and most recent round of guidance, issued on June 22.

This latest guidance further clarifies the reporting process as we approach the October 10 deadline and addresses continued demand for more information. On the technology front, the guidance includes a clear overview of how the central reporting platform—Federalreporting.gov—will function, and what this will require of recipients.

The guidance explains that, by October 10, recipients will be required to report on project descriptions, the status of funds, job creation, and sub-recipient information, as established by Section 1512 of the Recovery Act. It also includes detailed information on each of these elements, focusing on specific areas where we know particular public concern exists.

For example, since the Recovery Act became law, uncertainty has remained about the methodology for counting the number of jobs that have been created or retained. The new guidance gives primary Recovery funding recipients' two options to report on the jobs that they are creating or saving. The preferred option is direct counting, and OMB strongly encourages prime recipients to make a direct employment count for each Recovery-funded project. However, we were mindful of the burden that this might place on some recipients, and realized that this could distract attention from critical recovery activities. So, the guidance offers prime recipients the option of extrapolating the jobs impact after collecting a set of verifiable project data. Funding departments and agencies will provide instructions on the standards for implementing this method.

In addition to meeting the data elements required by Section 1512, OMB also responded to public desire in expanding the depth of reporting requirements on Recovery Act expenditures. We felt that it was within the spirit of the Recovery Act to do this, so we asked prime recipients (e.g., States) and sub-recipients (e.g., localities receiving awards from the States) to report on any vendors paid more than \$25,000 to help with a project as dealers, distributors, merchants, or other providers of goods and services needed to conduct a Federal program. We worked closely with the Recovery Board to develop this additional requirement, and we listened to the Congressional and public input that we received. We believe that this additional requirement will provide a valuable tool for tracking dollars down to the local entities and their vendors. This level of visibility has never before been available to the public on grants.

For federal contracts, the prime contractor has the primary responsibility for collecting and reporting information on the use of Recovery funding, including significant products or services provided, totals for invoices submitted to the government, and specific information on the prime's subcontracts. Required subcontract information includes subcontractor name, location, dollar value of the subcontract, and products or services to be provided. Once again, OMB's guidance goes beyond the transparency requirements included in the Recovery Act and also requires compensation information from prime contractors. This information will be available to the public for the first time in October.

The OMB analysis shows that, for about 95 percent of Recovery Act dollars subject to reporting requirements, data on prime recipients and sub-recipients will capture virtually all critical spending information. This means that most of the significant spending on projects and activities will be initiated by the either the prime recipient or sub-recipient. For example, in transportation and energy programs, the prime recipient (i.e., state) or that prime recipient's sub-recipient (i.e., local municipality) will do most of the actual spending (to pay contractors or vendors) for projects funded by Recovery dollars. In these program areas, our analysis has determined that the existence of a second tier sub-recipient (i.e., a lower-level municipality receiving funds from a sub-recipient) doing any significant spending of Recovery dollars will be limited.

Part of OMB's job in determining the scope of reporting requirements is help maintain an appropriate balance between gathering information and creating undue burden. When adding specific data elements, it is critical to weigh the potential benefit of specific information against the burden that collecting it would place on recipients.

There is a rigorous process of assessment before making these kinds of decisions. For example, prior to adding the vendor data requirements into our most recent guidance, OMB vetted the concept with recipients, the Recovery Board, and GAO. Together, we determined that it was feasible to require prime recipients to report on vendor identity, purchase amount, and purchase description. Likewise, we determined that more planning and outreach would be necessary before extending similar requirements to smaller sub-recipients, and so we required that they report only on vendor identity.

### Responsiveness

The Administration will continue to monitor progress and work with agencies to improve our processes for data collection. We've shown ourselves to be responsive to concerns raised by Agencies, States and localities, members of Congress, and the public.

As noted in the GAO report issued this week, OMB has worked very closely with a broad array of stakeholders on the development of guidance materials and each policy we have issued reflects critical input from the public. Specifically, OMB's regular communications with groups like the National Governors' Association and the National Conference of State Legislatures have informed our guidance. In addition, we hold weekly conference calls with groups representing State Auditors, Comptrollers, Treasurers, CIOs, and Budget and Procurement officers. Representatives from OMB have also participated in the National State Auditors Association Conference, the National Association of State Treasurers Conference, and the Association of

Government Accountants Conference. OMB has also held "town hall" meetings with representatives from agencies, States, and localities.

In short, we listen to feedback. We view ourselves as being part of an ongoing conversation with Agencies, States and localities, and the American people, and we look forward to their continued feedback over the coming weeks and months.

As we approach the October 10 reporting deadline and beyond, we will continue to focus on exactly this sort of self-assessment. We will actively solicit feedback and think about how to perfect the reporting process so that we can get the best information possible while avoiding placing excessive burdens on recipients.

Between now and the deadline, we are running trials on FederalReporting.gov to make sure that it will operate smoothly during the upcoming data collection period, while also working closely with the Recovery Board to plan a series of seminars to train agencies and recipients about how to use this new technology. We have already begun to explore options for expanding the system so that if we do decide that any additional data elements are necessary, we will be able to implement those changes efficiently.

After October 10, we will conduct aggressive outreach and fact-finding to see how the process is working for recipients so that we can help them troubleshoot and determine whether there is a need to collect further data elements and a capacity to do so without taxing the system beyond the point that is productive.

We are committed to undertaking a thorough analysis of burden before making further decisions. In doing this analysis, we will consult Congress to help us understand the nature of the reporting burden at the local level, its potential impact, and strategies for overcoming these hurdles so that critical spending data can be made available to the public.

#### Next Steps

Perfecting our reporting requirements and data collection will feature prominently in our efforts over the next two to three months. These are important steps that we have to take in order to live up to the President's promise of transparency and accountability. However, we need to do so without losing sight of the big-picture—putting Americans back to work, increasing consumption and the demand for goods and services, and providing people with resources and services that will help them to weather difficult times.

We have accomplished a lot in a short time, but we still have a long way to go, and we need to steadily increase the pace of our Recovery Act work. The President and the Vice President have outlined an aggressive agenda for the next two-to-three months with the goal of creating or saving hundreds of thousands of jobs by the time that the second "hundred days" of the Recovery Act are completed.

As we move forward into the summer and the final months of the fiscal year, we need to continue to balance the conflicting pressures of speed, quality, and accountability. We are

committed to doing what it takes to sustain that balance, implement the Recovery Act effectively, and help overcome this recession and make progress towards long-term prosperity.

Is any of this easy? No. Is our work complete? Not even close. But are we on the right path? Yes, without question.

The President is not satisfied -- and will not be satisfied -- until we are adding jobs again, providing Americans with the dignity of a job and a dependable income, and ensuring that everyone who wants to can get to the middle class and stay there. That's why we will continue to do whatever is necessary to put Americans back to work.

Mr. Chairman, we know that, in times of past economic crisis, the government did not make the solutions. Rather, government gave the American people the tools to fix what was broken. Government catalyzed private enterprise. Government energized people and opportunity. That is what we are working to accomplish again today.

I thank you, again, for this opportunity, and I look forward to answering any questions you might have.

Chairman Towns. Thank you very much.

We will now move to the question period. Each Member will have 5 minutes, and, of course, I will begin.

Mr. Dodaro, has the act helped to lessen the financial burden on States, or are we currently in a wait-and-see mode?

Mr. DODARO. In terms of the current financial crisis in the States? I'm sorry, Mr. Chairman, I——

Chairman Towns. Yes. Has the act helped to lessen the financial burden on States, or is it too early to tell?

Mr. DODARO. No, I think it's clear that the Recovery Act has helped in accomplishing one of its objectives, which was to help stabilize State and local government budgets. I mean, the States are under fiscal stress.

If I might, Mr. Chairman, there's a chart that I brought here in anticipation of this question. If you look at the solid line, this is the estimated path of the Federal Government's annual deficit. You can see it's on a downward trajectory under current expectations. And this chart hasn't been fully updated yet because we're using State data.

If you look at the trajectory for State governments in the aggregate in terms of their fiscal condition to the Federal Government, you get the dotted line on the bottom, which means that the States and localities are on the same unfortunate trajectory that the Federal Government is with regard to a protracted period of time of deficit situations.

So I think—and you can see the drop in 2009 there in the beginning. And we report in our latest update that the State revenue projections are falling short in virtually every State due to the economic recovery. But this is not a short-term phenomenon, we believe, with the States and local governments, and there's a long-term structural problem with the Federal Government's financing, as well.

But, in the short term, the Recovery Act is helping the States deal with their fiscal stresses. But we haven't seen the full story here that will unfold over the next few years.

Chairman Towns. Now, in the 16 different States measuring the progress of the implementation of the Recovery Act, in your opinion, what is the greatest difficulty that may prevent States from being ready to report on October 10th? What do you see as a problem?

Mr. DODARO. I think the States face the same challenges that the Federal Government faces in that the time objectives here, the timeliness of the reporting and the accuracy and the completeness of the reporting will be a stretch goal for the States, as well as it will be for the Federal departments and agencies.

Now, I think OMB, in their latest guidance, has made a good step to clarify a number of areas regarding the reporting area. They've given some guidelines on data that's required and what formats. So I think that's a good step in the right direction. We've made some recommendations for OMB to continue to work with the States to clarify some of the reporting guidance, give some examples of how it's to be implemented.

But I think underlying it all is the timeliness of the reporting and the accuracy and completeness of the reporting. I see that as

the biggest challenge. And that's why we recommended increased support on the part of the Federal Government to help with the oversight structures in the States.

Chairman Towns. Right.

Let me ask you this, Mr. Nabors. How great is the risk of inaccurate job creation and preservation numbers?

Mr. NABORS. Could you repeat that question, sir?

Chairman Towns. Well, let me ask another one first. June guidance, the definition of a full-time job is basically left up to the States and other entities receiving Recovery Act dollars. How great is the risk of inaccurate job creation and preservation numbers?

Mr. NABORS. I think with all of our data collection efforts we're very concerned——

Chairman Towns. Is your mic on?

Mr. Nabors. Yes.

I think with all of our data collection efforts we are very sen-

sitive about the possibility of incorrect or inaccurate data.

One of the things that we are planning on doing in order to followup with State and local governments, in part based on recommendations from GAO and in part based on comments and concerns that we've heard from the Hill and from the States, is we are planning on doing a series of Web-based seminars so that we can walk through with the States exactly what we are looking for in terms of the various reporting requirements that we have, to help clarify exactly what we intend to do and what we expect them to report with regard to all of the data elements due in October.

Chairman Towns. Could you be specific? When exactly do you

expect to have that?

Mr. NABORS. We are actually planning, I believe, to announce today the specific dates on the Web-based seminars. And that will be occurring in the next few weeks.

Chairman Towns. My time is up. I have to respect the red light, too, my staff just said.

Thank you very much.

I now yield to the ranking member, Mr. Issa.

Mr. Issa. Mr. Chairman, you know, now that the gentleman, the Capitol Hill policeman who used to occupy C Street has retired, you could, in fact, be known as the Red Light King, replacing him. But I thank you for your holding us all to that high standard. That's an inside thing for those of us who tried to cross at that street over the years.

Mr. Nabors, a quick question. If the Governors we're going to speak to later, if they issue a retention bonus—in other words, new dollars, additional dollars—to retain State employees, is that a job retained, those dollars, in your opinion?

Mr. NABORS. I would have to look at explicitly what they are doing, but I would not necessarily include it as a job retained.

Mr. ISSA. OK, so you will come back to us with a written answer, whether you're discounting that?

Mr. Nabors. Absolutely, sir.

Mr. ISSA. Now, the American people are not enjoying cost-of-living increases, for the most part. As a matter of fact, in many cases, their pay is going down.

If a State uses stimulus money to support a cost-of-living increase across the board for State employees, would you discount that, because if they didn't receive it and chose to do a freeze on cost-of-living increases, wouldn't they, in fact, have retained every job while not spending our money?

Mr. NABORS. Well, it's not clear that Recovery Act dollars can be

used specifically for that purpose.

Mr. Issa. All money is fungible, Mr. Nabors. The question very specifically, because I need to know your standard if I'm going to appreciate the numbers that you say are so hard to get: If, in fact, the assumption is that States are not using money for cost-of-living increases but they do cost-of-living increases, isn't that reasonable to discount off the jobs saved, since not doing cost-of-living increase is likely not to lead to mass losses and a 10, 11, 12 percent unemployment, depending upon the State?

Mr. Nabors. I think that is a fair—

Mr. ISSA. OK. Well, I would appreciate, when your numbers come back, if you'd address those two issues, of whether they were calculated in or out.

Mr. Dodaro, your chart there—like most people who got business degrees, we were required to take stats, and we hated it. But the one thing I learned about statistics and a curve like that is that, if you begin the start date at a particular time, any curve can look like almost anything. That curve begins when, since it's so far away?

Mr. Dodaro. I think it's 2008. It's 2008.

Mr. Issa. It's 2009, isn't it?

Mr. DODARO. 2009 is the second data point where you see the drop-off—oh, I'm sorry, excuse me. It starts at 2005, and then the next data point is 2009. I'm sorry.

Mr. Issa. OK. So the big dip, what is that big dip year?

Mr. DODARO. The big dip is the effect of the recession on revenues, both at the Federal Government level and at the State government level, and, in addition, the additional Federal expenditures for both the stability for the banking system as well as the economic stimulus.

So it's the net effect. This is the net deficit figures.

Mr. ISSA. OK. I wanted to understand that because it is an unusual chart to see.

Mr. Nabors, I was very interested in your testimony and particularly a statement which I'll read quickly that says, "Since almost all States have to balance their fiscal budgets even in the face of recessions, 40 have cut benefits and services"—which is why I prompted the first question—"28 have raised taxes, and more are considering both measures. These actions deepen the impact of the downturn, but the cuts and tax increases would have been much larger without the Recovery Act."

Now, it seems like you're saying tax increases are bad there. Is

that true?

Mr. NABORS. I think in a time of an economic recession we believe that we should try to avoid additional tax increases.

Mr. ISSA. OK. So you would join me in saying that the tax increases with cap-and-trade last week were probably a bad idea in Congress at a time of deep recession?

Mr. NABORS. I don't necessarily agree with that.

Mr. ISSA. Oh, so you're out of step with the administration in this statement.

OK. Well, I'll take it as appropriate that, in fact, tax increases should be avoided, but I do have a question. When you say 40 have cut benefits and services and more are considering both measures, just taking the benefits and services as my final question, at a time when there's 10 percent unemployment, at a time when the burden and the deficits—is it your opinion and the administration's opinion that these cuts are inappropriate? Or is it your opinion that States should look for opportunities to cut any program that is not essential in their services?

Mr. NABORS. I think the President has been very clear at the Federal level, and we would look at this at the State and local level as well, is that inefficient programs should always be reduced or cut.

I think that the concern that we have right now is that the chief problem facing the economy is a demand problem. We need to ensure that there's appropriate amounts of goods spending going on in the economy to make sure that the demand is increased so that economic growth can actually occur.

What we are concerned about is that, because of the balanced budget amendments in various States, that States are making unwise choices right now simply to balance their budget, not based on the relative success or failures of particular programs.

Mr. Issa. Thank you.

And thank you for your indulgence, Mr. Chairman.

Chairman Towns. Thank you very much.

I now yield 5 minutes to the gentleman from Maryland, Mr. Cummings.

Mr. CUMMINGS. Thank you very much, Mr. Chairman.

Mr. Dodaro, let me ask you this. You were talking a little bit earlier about—you showed the chart, you were pointing to the chart and showing how the Federal economic situation is and then comparing it to the States.

Mr. Nabors just mentioned something that's so significant. States, many of them—I guess all of them, most of them, have some kind of requirement that they have a balanced budget. That's a real problem, isn't it?

Mr. DODARO. Well, it's—

Mr. CUMMINGS. The reason why I'm trying to make this comparison is, when they are trying to balance a budget, and they've got to have one, that is kind of an unfair comparison, isn't it?

Mr. DODARO. Well, we're not trying to compare it from the standpoint of saying that it's not a difficult challenge. In fact, most of the States in the discussions we've had with them—and I have a lot of contact with State auditors, as well. What we're trying to illustrate is that the States are going to be under fiscal stress.

So the challenge for them to balance their budget right now is difficult, and it will be difficult for the foreseeable future based on these trends. So we're trying to just illustrate it that they have a significant challenge ahead of them that's similar to the Federal Government's challenge in dealing with its deficits.

Mr. CUMMINGS. And so, Governors play a very significant role in this process, is that right?

Mr. DODARO. That's definitely true.

Mr. CUMMINGS. And on that note—I know our Governor from Maryland will be testifying shortly, Governor O'Malley, who has done an outstanding job with regard to this stimulus program.

But, speaking of Governors, Mr. Nabors, in Governor Rendell's written testimony—I don't know if you've seen it, but he comments on behalf of the National Governors Association. Governor Rendell expressed concern that Governors are not informed when Recovery Act funds are sent from a Federal agency directly to recipients located within their State. For instance, the Department of Housing and Urban Development approves and sends funding directly to local public housing authorities.

GAO recommended in its April 2009 report and again in their report today that OMB take steps to notify States of such funds flowing into a State. Mr. Dodaro just said that Governors play a significant role. We'll have three of them here in just a few minutes.

The question becomes, why has not GAO taken on those rec-

ommendations and done that?

Mr. NABORS. Well, I think as we continue to work on developing our relationships with our State and local partners and with our Governors, we are looking at the mechanisms by which we can do that. We take GAO's recommendation very seriously. And I think, going into the future, you will see us do a better job of informing the Governors when those types of allocations are made.

Mr. CUMMINGS. Is that a—I take it that now that you have made that twice, GAO, I guess that's something very significant? Is that

right?

Mr. Dodaro. Yes, Congressman Cummings. The reason it's important is that the States are going to be in a position to make decisions themselves on how to fund money at the local level, and, if they don't know what Federal money is going directly to the localities, there could be some duplication, there could be gaps. And, also, I think they feel some level of responsibility for understanding the full impact of the program.

So we think it's very important. We're going to continue to keep

making the recommendation until it gets implemented.

Mr. Cummings. Well, no, no, no, no. You can't keep making

recommendations and they not be followed.

I would suggest, Mr. Nabors, that you adopt the President's words the "urgency of now" Because we are holding these Gov-

words, the "urgency of now." Because we are holding these Governors responsible, and if they don't even know what's going on with regard to money coming into their States, I think that's very unfair to them, very unfair. And I think we want to be most effective and efficient with these funds, and we don't want folks saying that they're not being used properly. So basically what happens is that if they don't know where the money is going, they can say, well, we don't know. We don't want that position.

And I guess the reason why I'm spending so much time on this is that the recommendation's already been made twice, and we're still talking about, "We're thinking about it," "We are trying to fig-

ure it out." No, no, no, time out. We've got to do it.

Mr. NABORS. Well, Mr. Cummings, let me be clear on this, then. I have heard what you have said, and we will go back and we will find a way to implement that recommendation.

Mr. CUMMINGS. So do we have a deadline then? Can we set a deadline? Because around here you could be next year doing it.

Mr. NABORS. It's not going to be next year. I need to go back and talk to our technical folks and figure out. But you will receive a phone call from me, and I will tell you specifically how we are doing it and when we are doing it.

Mr. CUMMINGS. Would you give it in writing to the chairman,

Mr. NABORS. I would be happy to do that.

Mr. CUMMINGS. Thank you.

Mr. Dodaro or Mr. Nabors, there have been reports that the Department of Transportation, specifically Federal highway infrastructure investment programs, are running much smoother and quicker than many of the other programs under the Recovery Act.

Can you comment on this observation? What exactly has DOT done differently from other Federal agencies, and how can DOT's best practices be implemented across other agencies that may have greater challenges?

Mr. Dodaro.

Mr. Dodaro. First, I would say-I mean, the Department of Transportation has a set program that's been in existence for a number of years, and so they're following that same basic Federal program. So they really have not had to make that many adjustments for the Recovery Act purposes.

Mr. Cummings. So they basically were already set to go.

Mr. Dodaro. Right, right. Mr. Cummings. OK. And so these other programs, they've had to,

sort of, create to use the money; is that what you're saying?

Mr. DODARO. Yes. I mean, some of the programs, like the State Stabilization Fund, is brand-new. I mean, that's a brand-new effort. The Medicaid matching has gone smoothly, as well. So I wouldn't want to say that the highway program is the only program that's operated effectively. Where there have been existing programs in place, they've carried out their normal processes, and that's helped to distribute the money quicker.

Mr. CUMMINGS. Thank you, Mr. Chairman. Chairman Towns. Thank you very much. I now yield 5 minutes to Mr. Turner of Ohio.

Mr. TURNER. Thank you, Mr. Chairman. I thank you for holding this important hearing and the important issue that we have facing us today.

And, Mr. Nabors, Mr. Dodaro, I want to thank you for being here

and the tough work that you have, for both of you.

I know that everyone wants this money to be spent wisely. They want this money to be spent in a way that moves the economy forward and in a way that creates jobs. Now, personally, I voted against the stimulus dollars, and I voted against them because I thought that the purpose was not well-defined, that it would create a lot of waste, and that there would be spiraling deficits.

So, in knowing what the framework was of the original bill and the authorization of these dollars, I personally believe that your job is that much more difficult to try to fashion out of the stimulus package funding and approval for projects that will actually achieve its goal. And we want you to be successful in that goal.

Mr. Nabors, I was looking at your written testimony, and you have told us that "the role of the Office of Management and Budget is to coordinate the nuts and bolts of the Recovery Act implementation within the executive branch and make sure that these implementation efforts are consistent with the act's mission and the President's priorities."

So, today, my question to you is going to be pretty important and goes directly to what your responsibilities are even in your testimony.

I represent the Third District of Ohio, and in that district, a company that had been located in our district, with its corporate head-quarters for over 100 years, NCR, recently made an announcement that it would be relocating to Georgia, to some suburbs around Atlanta, Georgia, and communities around Atlanta.

News reports indicate that Columbus, GA, plans to use stimulus dollars as part of the implementation package for the relocation dollars that were offered to NCR to move these jobs from Ohio to Georgia.

Now, as you know, Ohio's economy has been significantly impacted. Hundreds and thousands of jobs are being lost throughout Ohio, and this corporate headquarters has 1,200 jobs that will be moving from my community to Georgia.

Obviously, my community is very upset about the prospects of stimulus dollars—dollars that, in fact, they will have to pay for—being used to fund the relocation of jobs from their community to another.

Now, I believe this is a nonpartisan issue. The Governor of Georgia is a Republican, the Governor of Ohio is a Democrat. The Governor of Ohio thinks this is the wrong thing to do; I'm assuming the Governor of Georgia thinks this is the right thing to do. I'm a Republican; our President is a Democrat. I believe that three out of four of those ought to believe that this is the wrong use of stimulus dollars.

So my question to you, Mr. Nabors, the individual who fashions the guidance and implementation, is, is this an appropriate and allowable expense under the stimulus guidelines? And once the administration knows that a State or community intends to use stimulus dollars to, in effect, buy or steal jobs from one community to another, how do you stop it? How, Mr. Nabors, can you assure the people of Ohio that their stimulus dollars, their tax dollars that they're going to have to pay back with interest, are not being used to merely move jobs from one State to another?

Mr. Nabors. Well, let me answer your first question first.

I don't have the specifics on this example, but it is disturbing. Based on what you have just said, that does not sound like an appropriate use of recovery dollars. As the ranking member has pointed out, dollars are fungible, and I would like to get smarter about exactly what dollars were used to do what.

With regard to your second question—but before I leave, let me say that I will followup on this specific example. I will talk to our

general counsel and I will talk to people at OMB to find out specifi-

cally what happened in this case.

With regard to what tools OMB and the administration has with regard to the way specific dollars are spent, there have been various instances that have come up through the last 4 months where we have expressed concern about the way certain States or certain

local communities have proposed to use their funds.

In certain instances, we believe that we actually had the authority to stop the use of those funds, and we've exercised that use. In other instances, based on the existing statutes and the existing legal authorities, we've had less of an ability to stop the funds, but we've tried to make it very clear that we do not think that is an appropriate use of Recovery Act dollars and goes against the spirit of the dollars. And I think the Vice President has been very clear in those types of instances.

I'd like to go back and look at this example more specifically and

be able to get back to you on that.

Mr. TURNER. I would appreciate that.

I'll give you a copy as you leave, also a copy of a June 3rd letter that myself and the minority leader, John Boehner, sent to the President detailing this issue when it came to light, when the announcement was made in the news media by officials in Georgia of their intent to use these dollars. We've not received a response to this yet, and I'd appreciate your attention to it.

Mr. Nabors. Will do.

Chairman Towns. The gentleman's time has expired.

I now yield 5 minutes to the gentleman from Massachusetts, Mr. Tierney.

Mr. TIERNEY. Thank you, Mr. Chairman.

The Government Accountability Office, Mr. Dodaro, indicated that in Massachusetts and the Boston school officials noted a difference between the guidance that the Department of Education was giving and the goal that was in the Recovery Act. The goal in the Recovery Act on education funding is job creation, and the guidance that the Department of Education was giving was that districts should invest those one-time funds thoughtfully to minimize the funding cliff that would occur once the funds are no longer available.

So I want to ask each of you a question on that, especially since the Title I funds are said by the Education Department to be only for limited purposes. So, Mr. Nabors, what's your impression of

that, sort of, seemingly contradiction on that?

Mr. NABORS. Well, I think that the bridge between the contradiction is that we always view the Recovery Act as being a short-term effort. The President has been very clear that we need to get the economy jump-started. We need to expend resources now to actually get that started. But, over the long term, the funding levels that are contained within the Recovery Act should not be thought of as permanent.

And what we are asking States to do is to do the things necessary to maintain the employment that they have currently, but, at the end of the day, they can't count on these funds being here in 2011, 2012, 2013. This is a short-term stimulus program in

order to jump-start the economy.

Mr. TIERNEY. All right. I'm not certain I see the bridge.

Let me ask you, Mr. Dodaro. I mean, what do you propose States do in order to meet those two criteria, one of job creation and the other of making sure that they spend the money so that they aren't falling off of a cliff, so to speak, when the money is no longer available?

Mr. Dodaro. Yeah, I think the act gives great flexibility to the States in order to do that. In a number of areas, there are multiple objectives-often, as you're pointing out and we're pointing out, some of the officials, conflicting objectives and some tensions between what to do. And I think it depends on the specific circumstances of those State and local levels in order to understand what would be the best use of the money, from their perspective. And, if they have questions, what we've urged is greater communication between the Federal departments and agencies and the State and local governments.

So, you know, I think some States are having a lot of fiscal stress right now. They would have to lay off teachers, whatever. I think they're in a different situation than other States that aren't in that

situation. But they have to balance these objectives.

Mr. TIERNEY. I think what they're doing is having trouble balancing the objectives.

Mr. Dodaro. I agree.

Mr. TIERNEY. What I'm looking for in the question was a little guidance here. What they're finding is that there's one intent, where the money was to be used to retain jobs, and the other intent is that just means that in the next year twice as many jobs are going to have to go by the by because the money is gone. Then they haven't really used the money for a long-term purpose.

Neither one of you seem to be able to meet that crossover there, probably deal with both of those issues. But if you think about it a little bit and want to share something, I would be happy to share with my districts who are in that dilemma and appreciate that.

Mr. Nabors, on the reporting and transparency aspect of it, we have had some communication with your office on the idea that you do require in your guidelines that when the money goes to the Federal, to the State government, that is all reportable; when it goes from the Federal Government to a city or town, that is reportable. But your requirement guidelines that if the city or town puts it out to a contractor or subcontractor, that information is reported as well. The statute allows for that.

When do you think your guidelines will push a little further down to make that mandatory?

Mr. Nabors. We have done two things. The first thing our guidance did in response to some of the concerns that you raised was we did push the system as much as we thought we could do right now, and we are collecting vendor information from the subrecipients at the point. So to the extent that cities are hiring vendors, for example, in weatherization types of activities, we will be capturing that type of information.

We are also designing our systems such that in the future, as we get better information from State and local governments, we will have the capacity to grow our system to collect that subcontract in-

formation.

Mr. TIERNEY. Right now, you only require the identity of the vendor.

Mr. Nabors. Correct.

Mr. TIERNEY. Wouldn't it be useful to have not only the identity of the vendor but also the amount of money that they received and the location of where that vendor is?

Mr. NABORS. Those are all things that we are looking at possibly expanding. We thought that in talking to the Recovery Board, the things that they emphasized to us the most was, "please don't let the audit trail go cold," we at least need the identity. And we thought that from what we have heard from a number of smaller communities in particular, this information is very hard to track normally, so even maintaining just the vendor names was going to be difficult.

But in terms of ensuring that the Federal Government, GAO, the Recovery Board, the IGs have the ability to follow the money chain, that getting the vendors' name was absolutely critical. We are starting with that, but that won't be the end.

Chairman Towns. I yield to Mr. Chaffetz from Utah.

Mr. Chaffetz. Thank you, Mr. Chairman. I appreciate it.

Thank you both for being here. I know you want to do what is best for the United States of America, and we appreciate that. But I do have some questions, particularly for Mr. Nabors, if I could.

How many jobs have been created?

Mr. NARORS, Based on the last estimate that we

Mr. NABORS. Based on the last estimate that we have done, the Recovery Act created 150,000 jobs.

Mr. Chaffetz. And how do you come up with that number?

Mr. NABORS. At this point what we are doing is we are using an economic model created by the CEA. The specifications behind that model are similar to the specifications that we developed in terms of describing the impact that the Recovery Act would have when we were first pushing for the—

Mr. Chaffetz. In the essence of time, that formula—if you could share with us in writing what that formula is and how you could achieve that, I would be fascinated to see that.

Mr. NABORS. I believe that the CEA report is on line, but we will share it with your committee.

Mr. Chaffetz. How many jobs have been saved?

Mr. NABORS. We do not make a distinction between the jobs created and jobs saved.

Mr. Chaffetz. Why not?

Mr. Nabors. I think it becomes increasingly difficult from a macrolevel to make that determination. What we are able to say is, based on looking at what we believe the trends of the economy are, we can say—we can compare what the Recovery Act is doing and how many jobs currently exist versus what we were predicting—

Mr. Nabors. Yes.

Mr. CHAFFETZ. If you look over at this chart here, right, the goal was jobs, jobs, jobs. And you look at that unemployment number, and you claim that we are slowing the free fall; how can you justify that number?

Mr. NABORS. I think—let me start with two points. We are not happy with the unemployment number. The unemployment number

Mr. Chaffetz. I understand that. My question is how do you jus-

tify saying that you are slowing the free fall?

Mr. NABORS. I think what we would do is we would look back at the job loss that we saw in the first quarter, which was approaching 700,000 jobs a month, and look at where we are right now. We are not happy with the job-

Mr. Chaffetz. I know you are not happy. We are not happy either. But the projections that the administration put forward and what would happen or not happen if we did or didn't do the stimu-

lus are dramatic. They are unacceptable.

Mr. NABORS. We believe that the job loss is unacceptable as well. Mr. Chaffetz. The President is quoted as saying that the stimulus "has done its job." Is that true or not true?

Mr. Nabors. We believe this stimulus has had the impact which

we had predicted, which is job creation.

Mr. Chaffetz. The Vice President said—I think it was just yesterday—that it hasn't had the impact.

Mr. Nabors. I think what the President said is accurate. The President has made it clear that-

Mr. Chaffetz. That it has or has not done its job?

Mr. Nabors. The President has said two things: One, he has said that we did not have full information at the time concerning the growth of the economy; and two, that the Recovery Act has had an impact in putting people back to work.

Mr. Chaffetz. I still do not understand how you justify that it

is "slowing the free fall."

On page 3 of your written testimony, you said the Recovery Act extends or expands programs like unemployment insurance. Does unemployment insurance create or save a job?

Mr. NABORS. Unemployment insurance ensures that people have

Mr. Chaffetz. I recognize there are benefits to it, but the ques-

tion is: Does it create or save a job?

Mr. NABORS. We believe that any dollar spent in the Federal system will create or save a job, because what is going on is we are putting dollars into people's pockets to spur demand.

Mr. CHAFFETZ. What about Social Security income and FMAP? Because the rest of your quote is, "These programs account for about 29 percent of total Recovery Act funds."

If 29 percent of the Recovery Act funds are being used for these three things that you cite, do they directly create or save a job?

Mr. NABORS. They directly put money into the economy so that demand can be increased. Absolutely.

Mr. Chaffetz. But they do not, dollar for dollar, save or create

a job. Mr. Nabors. I don't see how you can say that, because every dol-

lar spent—when you go to a store and spend a dollar, that is a dollar more that the business will have in terms of profits in order to either ensure that a business doesn't shut down or to hire new

Mr. Chaffetz. My time is short here.

Going to the very end of your testimony on page 11, second to last paragraph. "Mr. Chairman, we know that, in times of economic crisis the government did not make the solutions. Rather, government gave the American people the tools to fix what was broken."

What tools have you given the American people to fix what is

broken?

Mr. NABORS. I think that what we are doing is the following:

One, we are ensuring that in the short term, that people who are out of work or who are facing difficult economic situations have the resources in order to sustain their current existence.

The second thing we are doing is we are putting—we are creating job opportunities through infrastructure projects and the like, to make sure there are jobs for people.

Mr. Chaffetz. But what tools are we giving the American people

to fix what is broken?

Mr. NABORS. And third, we are providing tax relief in the short term, the broadest tax cut in American history through the Making Work Pay.

Mr. CHAFFETZ. I would happen to agree with you that tax relief is probably the No. 1 thing we can do to stimulate the economy and get people back to work.

Thank you, Mr. Chairman.

Chairman Towns. I now recognize the gentleman from Illinois,

Mr. Quigley, for 5 minutes.

Mr. QUIGLEY. I wasn't here for this vote, for this package. So it is easier to second guess or use hindsight; I just don't think it's appropriate.

Watching from afar, it was easy to understand the exigency of what was taking place, the extraordinary circumstances that haven't been seen in 80 years in this country, probably, from a fi-

nancial point of view.

So I also think it is important to recognize the obvious, that beyond the attempt at laser-point precision of how many jobs were created or retained, what is being said here today is that it had more than one purpose. And it is also important to recognize that previous administrations have attempted, often, to calculate the number of jobs created, retained with their programs. It has been borne out that this is extraordinarily difficult to do.

So gentlemen, I recognize that having said all of that and recognizing that this program needs to move forward, I do have concerns, to a large extent at the State level, we are flying blind. You yourselves have talked about their cutbacks from auditors and people who would be, I guess, called fiscal watchdogs, given the vast amounts of dollars and the speed at which it had to go out.

What is your best guess on timeframe to do things you started talking about: clarification on rules, Internet access—which was talked about in the GAO report—improved communication, and a specific understanding of what the States can and can't do?

Both of you would be great.

Mr. Dodaro. I will start with our recommendations.

There is a process in place called the Single Audit Act. It was passed in 1984. And it is a primary accountability vehicle for overseeing State use of Federal funds that have been provided along with States' use of money. The Single Audit legislation could be

modified here and guidance put out to make it a more effective, timely tool for Recovery Act purposes. From our perspective at GAO, this is a potential huge missed opportunity unless the guidance is changed to require earlier reporting.

If I might put up the chart on the distribution of funds, please. What this chart shows, Congressman, that a lot of the money at the State and local level-not that one. The one by year. Shows that most of the outlays to the States and localities will occur in 2010 and 2011. So there is an opportunity to look at what controls are going to be in place over those moneys, up front, through the Single Audit Act. But guidance needs to be modified and the auditors need to be funded to do the work. This is a very important investment, could pay big dividends down the road.

Second, there is a need for continual dialog between OMB and the States, to communicate with the States and provide them information, particularly on the amount of money going directly to the localities in their State, not going through the State entities.

And third, there needs to be some flexibility given to States to make sure they have the proper systems and the proper people and the safeguards on the management side on the programs that are being funded, to have adequate management oversight.

Some strengthening of those things is important. Mr. Quigley. Are you talking about dictating that?

Mr. Dodaro. I am talking about, in part, giving requirements for early internal control reporting, and funding it. But unless that is done, OMB has certain flexibilities administratively. Some of this could be done legislatively. H.R. 2182, it is important that gets passed as well.

Mr. QUIGLEY. It would appear that there are almost no ramifications for not following the rules a, because the rules seem loose or not tight enough; and b, because there are no actual restrictions on what will happen if you don't use the money in the way we described.

Mr. Dodaro. There are some areas where if money is not obligated, it can be redirected; for example, in the highway area. But most States have met those requirements. And there are some maintenance-of-effort requirements that the States maintain their spending both for highways and education. We are following those requirements to make sure that they are met going forward.

But by and large, your point is right. And that is why it is impor-

tant to have these safeguards in place.

Mr. NABORS. We are very sensitive about the concerns that GAO has raised, and for the most part we agree. We are supportive of the chairman and ranking member's bill to increase the funding that would be available for administrative types of activities, and we are looking to what extent we can relieve some of that pressure administratively.

I think we want to continue to explore options with regard to single audits. We believe that the single audit is a key component of appropriate oversight. We do have some concerns about how quickly and effectively we can shrink the reporting deadline, but it is something we want to work very closely with GAO and State auditors.

With regards to communications, we couldn't agree more with the comments that GAO has made or the committee has made. The State and local governments are our partners. Every day we are trying to improve our communications. It is not something where traditional mechanisms have worked.

So we are exploring new options, such as doing more work through the Internet and making ourselves more available to conferences; the NCSL, the NGA, wherever we can find opportunities to communicate directly with our State and local partners, we are going to take advantage of those efforts.

Chairman Towns. The gentleman's time has expired.

Mr. QUIGLEY. Thank you, Mr. Chairman. If someone could followup and talk about the Internet a little bit more.

Chairman Towns. I now yield 5 minutes to the gentleman from

California, Mr. Bilbray.

Mr. BILBRAY. Mr. Nabors, Patrick and I are sailors. If you look at the course that—basically the graph off over here to your left—and look at it as being a course that is projected by a navigator, as opposed to the course that is actually steered, according to that course our navigator was 80 degrees off course. From what was projected by the administration to what really happened was 80 degrees off.

Now, I don't know about you, but I am not so sure I would get on a ship or a boat with a navigator with that kind of navigation skills. So the projected course of our economy, our job market, and the actual course were 80 degrees off.

Now, do you really think that is an example for the future, that the same navigator ought to be used in the future? Or do we have to go back and take a look at who predicted the course that we were setting, because it definitely wasn't anywhere close to the course that we have taken?

Mr. NABORS. Well, sir, I am not a sailor so I wouldn't get on any boat with me.

But with regards specifically to the economic projections, what I would say is that the projections that the administration made at the time were fully consistent with the Federal Reserve Board, outside economic analysts, people like Mark Zandie, and private sector analysts.

What happened was something that was unpredicted by any of the observers at the time.

Mr. BILBRAY. In other words, the experts were all wrong and had no idea what they were talking about at the time because, obviously, we are talking a right-hand turn being made, or a lack of a right-hand turn, when you are predicting we were going to take a hard to starboard. And we kept full bore, basically, the pattern we were going otherwise, and did not see any change in the course set by the job market after we committed a trillion dollars in stimulus.

Mr. NABORS. I think the general economic consensus was that the economy was going to be bad. I don't think anybody predicted it was going to be as bad as it was.

Mr. BILBRAY. So we accept that. The experts didn't know what the hell they were talking about at the time they predicted this.

Mr. NABORS. I think predicting economic performance is always difficult.

Mr. BILBRAY. One hundred fifty thousand jobs created or saved; how much money have we spent?

Mr. NABORS. Based on the most recent information that we have, we have obligated \$57 billion.

Mr. BILBRAY. How much of that per job?

Mr. NABORS. I can do the math real quick, but I haven't done the

big calculation completely.

Mr. BILBRAY. I think that is least—if we are going to claim—it is kind of interesting the way we work this thing, because the credibility of this administration is going to be threatened if we do

not come up with the facts and justifications for the people.

We already saw what happened before with the previous administration, when you didn't have people that were willing to call down the previous administration for making statements they couldn't verify. We want to make sure the new administration doesn't fall into that same trap, because credibility means a lot during this crisis. And frankly, with this navigation course, this promise that was made 5 months ago or 3 months ago or 6 months ago, and then seeing what reality is, you see why the average citizen doesn't believe the so-called experts in Washington, including the new administration, if that is the kind of result we are going to have.

I think that we need to justify how much money we are spending and where are the jobs saved and where have they been preserved. And I think we have a major credibility crisis here, and I think we just can't continue to say that—just because you keep saying it doesn't make it right and doesn't make it the truth. And the American people are sophisticated enough to know that Washington is not going to be able to sell its bill of goods when you end up with a failure rate of over 50 percent when you are going to hard to port when you are saying you are going to hard to starboard. No man in the world would get on a ship or a ship of State and follow this navigation for the future. So I think we need to straighten this out.

Mr. ISSA. Would the gentleman yield? Mr. Nabors, I just have one followup question on the gentleman. And I, too, am not a sailor

so I won't go that way.

How many jobs are created when you obligate money?

Mr. Nabors. The CEA estimates that roughly \$92,000 of govern-

ment spending equals one job.

Mr. ISSA. OK. But let me go through that. I understand if I start handing out \$92,000, I can get a lot of people to work for me for a year each. But when you obligate, don't you create no jobs? And when you spend, you create a job. I mean, obligating is an interesting term because it is the amount that, in fact, is disbursed that creates a job, at least for that day. Isn't that right, that obligating alone creates no jobs?

Mr. NABORS. That is correct. We have obligated \$158 billion, and

we have outlaid, actually spent, about \$57 billion.

Chairman Towns. The gentleman's time has expired.

I now yield 5 minutes to the gentleman from Illinois, Mr. Foster. Mr. Foster. I have a specific question regarding the weatherization formula. And it is my understanding there is a formula that

allocates funds among different States. Have you been able to develop whether—an opinion whether that formula is actually all right in the sense of you are actually putting weatherization funds where you are going to save BTUs?

And as a follow-on to that, is there a system in place for actually tracking the energy savings that are occurring as a result of this

program?

Mr. Dodaro. I will yield to Mr. Nabors on the details of the program. We at GAO have, just in this last 2-month assessment, started looking at how States were using weatherization. So far only about 10 percent of the money had been allocated to the States to begin planning activities there. More money is going to be coming down the road. We have not yet looked at the allocation formula yet. We will be happy to do so, and also look at the measures of performance.

Now the agencies—OMB has allowed the individual agencies to identify performance measures beyond jobs created or saved, and so we will be looking at that going forward. But since that program

is just getting started, so is our work.

Mr. Foster. In a similar vein, in The Economist about a month ago, I believe they were reporting work from the Peterson Institute that indicated that the technologies that we were subsidizing as part of the AARA had costs of between, I believe, \$60 and \$140 per ton of carbon averted, which makes them not very promising in terms of—I was wondering, are we putting in place a mechanism to track how effective we will be at actually avoiding greenhouse gases in programs where that is a goal?

Mr. DODARO. I will defer to Mr. Nabors on that.

Mr. NABORS. That is one of the things that we are looking at as far as developing performance metrics for all of our programs.

Mr. FOSTER. So they will extend to the environmental goal as well as to the job creations?

Mr. Nabors. Correct.

Mr. Foster. A little more on this economic modeling. I would like to say I am at least one Member of Congress who understands that the predictive power of these models in a differential sense is much better; that they are more accurate at predicting the difference between turning a policy option on and off rather than just the absolute predictive power, which was missed in terms of the big downturn we had.

And the CEA model that you reported, is it similar to the Zandie model?

Mr. Nabors. It is.

Mr. Foster. I have looked in some detail at the formulas behind the Zandie model, and it was not entirely satisfactory, frankly, on things like the interest rate models going out and stuff like this. Are the CEA reports or the details of that model, are they published?

Mr. NABORS. They are available on our Web site, and I will provide it to the committee for the record.

Mr. FOSTER. Another thing that we ought to be tracking is the fraction of jobs that are created offshore in this. So, for example, when we put a lot of money into health IT, obviously we are going

to buy a bunch of Chinese-made computers. If we put a lot into Smart Meter on grids, most of those are produced offshore.

And so I was wondering, are we actually separately tracking the jobs created onshore versus offshore for the different programs?

Mr. NABORS. We are not currently. Currently we are only attempting to estimate the number of jobs created within the United

Mr. Foster. I guess those are my questions.

I yield back.

Chairman Towns. I now recognize the gentleman from Indiana, Mr. Burton.

Mr. Burton. Thank you, Mr. Chairman.

Mr. Nabors, I served with Ronald Reagan during his administration, and when he came into office we had 12 percent unemployment and 14 percent inflation. And he decided against some of his economists' recommendations to cut taxes instead of just throwing money at everything. And as a result, we created millions of jobs in one of the longest economic expansions in U.S. history. And the economy at that time was as bad or worse than it is right now.

Now you said, and Mr. Issa quoted you, you said since almost all States have to balance their fiscal budgets, even in the face of recession, 40 have cut benefits and services and 28 have raised taxes and more are considering both measures. These actions deepen the

impact of the downturn.

It sounds a little bit like you may have agreed with what President Reagan did, because instead of raising taxes which would have precipitated a bigger downturn when we had 12 percent unemployment and 14 percent inflation, he chose to cut taxes. And he believed that if you did that, you would get more disposable income to individual citizens, their families, and to businesses so that they could make more investment in their businesses, in plant equipment, and it would create more jobs. People would have more money to buy more products; therefore, you create more jobs because they had to be produced.

So what I can't understand is why we're are doing what we are doing. The President has proposed raising taxes on health care. It is going to hit everybody. I mean, I think everybody in the place knows that. He's talking about a carbon tax for cap-and-trade that is going to cost the average family about \$3,100, \$3,200, maybe \$4,000 a year. We have already appropriated—authorized and appropriated \$787 billion for the stimulus package, \$350 billion for the omnibus, \$54 billion so far for the auto bailout. And, of course, the stimulus is \$787 billion, and now you're talking about another

stimulus.

How can you square blowing all of this money when it is not creating jobs? Vice President Biden said the stimulus created 150,000 jobs, and President Obama asserted on June 8th that the stimulus would create 600,000 jobs over a hundred days. And they said it wouldn't go above 8 percent when you started throwing all of this money at it, and now it is 9½ percent.

It seems like the approach that Reagan took was the more realistic approach because it let people make the decisions and let companies make the decisions on how to get themselves out of that mess instead of having the government trying to do everything.

And I just want to quote a couple things real quick.

Here's where some of this money is going. Did you know the Florida Department of Transportation is planning to spend \$3.4 million recovery funding on the road-crossing for turtles and other animals on U.S. 127; that in Minneapolis they are going to spend \$2 million for the theater for dance and music events; that in Kansas the Tall Grass Prairie National Preserve's new visitor center and pedestrian bike project over the highway is going to be—they are going to spend how much on that—a couple million. A million dollars in Michigan for decorative sidewalks and crosswalk planters, landscaping, and so on and so on.

It just seems to me that a more realistic approach to solving the problems—and I hope you will carry this back to the administration—would be instead of throwing money at it and talk about another stimulus package, we should be cutting taxes, stimulating economic growth by letting people have more of their own money to spend, and letting businesses have their money to invest in things they need to be invested in, instead of this sort of stuff, so

they can expand their business and sell their products.

You can respond.

Mr. NABORS. I will take your comments back to the administra-

tion. I do feel the need to clarify a few points.

No. 1, no one in the administration is talking about a second stimulus at this point. What we are focused on right now is implementing the Recovery Act that Congress has already passed, and doing the best that we can with the dollars you've entrusted us with. So that's where our focus is right now.

Second, with regard to the way the package is actually structured. I think it's important to note that over one-third of the package is actually focused on dedicated targeted tax relief, which we

believe is a part of a very balanced package to—

Mr. Burton. Pardon me for interrupting, but Laura Tyson yesterday did mention a second stimulus. I just thought I would clarify that.

Mr. Nabors. Laura Tyson is not an administration official.

Mr. Burton. She's an economic adviser.

Mr. NABORS. She's an outside economic adviser. She does not work for the administration.

But to clarify, the package that was signed into law actually does include what we believe is effective tax relief for the middle class, and we think it will have benefits. But in addition, because of the output deficiencies that the economy is currently facing, spending has to be part of the equation. And what the President has said is that over the long term, this spending—we need to bring the entire Federal budget back under control.

So I recognize the point that you were saying that there has been a lot of spending that has been done, and it's something that the President is very sensitive to and very focused on. It's one of the reasons why he is pushing so hard to make sure that comprehen-

sive health care reform is completed.

Over the long term, the key to long-term deficit reduction is going to be bringing our health care costs under control. In addition, we made it very clear that the Recovery Act spending is something that we are looking at as a short-term stimulative impact into the economy. It is not something that we believe is sustainable over the long term, or even visible over the long term.

Chairman Towns. The gentleman's time has expired. I now yield 5 minutes to Mr. Hodes from New Hampshire.

Mr. HODES. Gentlemen, thank you for being here.

The Recovery Act was put in at a time of global financial collapse and severe economic distress in this country, and we are still facing a stubborn recession.

I am a sailor, and I know that sometimes when you set course from point A to point B, sometimes the wind changes and you need to adjust. And that happens, and sometimes the predicted course isn't the course that you end up sailing.

The good news for me from New Hampshire is that I was able to go out on the highway with Secretary LaHood and know that New Hampshire was the first State to put highway funds to use.

So the transportation dollars seem to be flowing OK.

What I am hearing from home is that other agencies are having a hard time implementing and reporting the funds that are coming in. The States are implementing billions of dollars of funds, but the concern is that the Federal Government, we aren't providing the clear, coherent guidance that we really need to put Americans back to work faster and to provide taxpayers with a comprehensive, transparent accounting of those funds that everybody understands.

And the chart that, Mr. Dodaro, you have put up, shows that it looks like the projections for when the full impact of the stimulus dollars is going to hit is a little bit later than what we had origi-

nally projected. Is that so?

Mr. DODARO. Actually that chart, the white bars are the estimates that CBO made during the time the bill was in conference. So that was always the estimated outlays contemplated under the

act. I think Mr. Nabors can corroborate that.

The gray bar, in terms of what has been actually outlaid already, we think is, you know, potentially slightly ahead of the pace that was estimated; and I think it is because the unemployment rates have been higher, so that means more Medicaid and Federal matching assistance is there. And given the fact that the States are under fiscal stress, I think they are moving as expeditiously as they can.

The other factor, I would say, is most of the States, as you know, end the fiscal years on June 30th. So they were waiting for a lot of approval from those State legislatures. Now that's occurred, I

think the funds will flow according to pace.

Mr. Hodes. So it's fair to say that while there are some—including some in this room—who are complaining about job creation, that as we see more of the stimulus dollars flowing to the States—and the quicker the better we can get them flowing—the more job creation, preservation we are going to see. Is that true, Mr. Nabors?

Mr. Nabors. That is absolutely correct.

Mr. HODES. Now, in New Hampshire and around the country, the growth of small businesses is very critical to creating jobs. OMB has stated that in its implementing guidelines that one of the goals of the Recovery Act is to provide opportunities for small busi-

ness, and the SBA has estimated that 60 to 80 percent of new jobs annually over the last decade are small business jobs.

Have you at OMB set targets for the amount of Recovery Act

funds directed to small businesses?

Mr. NABORS. We have not set targets, but there are targets in the statutes that we are trying very hard to meet. And we believe that we have been able to increase the initial amount of small business funding dramatically. Originally, we were looking at spending at about 4 percent. We went back and talked to the agencies and made it clear that it was a priority of the administration that small business be an engine for the Recovery Act, and that amount of spending through small business has gone up dramatically.

Mr. HODES. Are you providing any education or outreach to small businesses to ensure that they know how they can access the op-

portunities for them in the Recovery Act?

Mr. Nabors. Absolutely. Both through OMB, but specifically through the individual agencies that have existing relationships with small businesses and small business consortiums, we are trying to get the word out what type of Recovery Act money is available.

Mr. HODES. Mr. Dodaro, do you think that the reporting requirements to which recipients of Recovery Act dollars must adhere are discouraging small businesses from pursuing or accessing Recovery Act funds?

Mr. Dodaro. I think that the reporting requirements—first of all, I don't have an empirical basis to that answer that question. We have not consulted any small businesses or talked with them. I do think we made a recommendation, apart from the one here, about making sure that small businesses and others knew of the availability of the funding opportunities and made recommendations to OMB because the Web site grants.gov was unable to handle the volume and there would be other avenues explored to make people aware of how to apply for the funding. So that is the extent of our recommendations there so far.

Mr. HODES. Thank you.

Mr. Nabors, I encourage you to continue your efforts to make sure that small businesses have access to easily getting these funds to help create jobs in America.

And with that, I yield back.

Chairman Towns. Mr. Schock of Illinois.

Mr. Schock. Thank you both for your testimony.

I have two quick questions. Mr. Dodaro, I come from the State of Illinois, a State that has roughly a \$9 billion deficit. Our Governor has proposed a 60 percent increase in the income tax, and we are struggling with the programs and services that our State currently has. A part of the stimulus plan—and part of your testimony speaks to the maintenance effort and the commitment by States that they have to make in order to get the requisite stimulus dollars.

My question is specifically, what are we doing as a Federal Government, and what—to ensure that when a State says yes, we will continue to maintain these programs to get X funding now, what are we doing to ensure that actually happens, No. 1.

And then No. 2, what happens in 2 years from now in a State like mine in Illinois where we don't have the money for the services we have today, and now we have additional services we don't have today that we will have to support on into the future, and what true force can we take or what measures are you suggesting that we have that can force them to basically come up with the money at the State level?

Mr. DODARO. First of all, there are a number of maintenance-ofefforts requirements in the Medicaid program. For example, that eligibility standards remain the same as they were through June 2008. In the Medicaid program, there are maintenance-of-effort requirements in the Medicaid program, in the highway program, and

the education programs. Those are the big three so far.

We are carefully looking at how the Federal agencies are monitoring those maintenance-of-effort requirements. In Medicaid, it hinges on eligibility requirements, highways, they have to provide—Governors have to provide certifications. Transportation is reviewing those certifications right now. And there are waiver provisions, however, in there that the agency heads have in order to entertain waivers from the States.

Mr. Schock. That is for today. What happens in 2 years when the agreement that was signed by Governor A, who is no longer in office, and Governor B is now having to deal with the reality of whatever commitments were made by that State to maintain those Medicaid reimbursement levels or income levels to qualify for Medicaid? What happens in 3 years from now when the legislature—who is duly elected and has a fiduciary responsibility to balance their budget—decides, you know what, we can't afford these new rates that were specified in the Recovery Act 3 years ago that a former Governor, and maybe a former legislator, agreed to?

Mr. DODARO. Well, first of all in the Medicaid area, that money ends December 2010. So it is only for a 27-month period in any event. I do think there is a responsibility on the part of the Federal agencies to make sure that they monitor as it's going along. They

shouldn't wait——

Mr. Schock. What specific action can we take to force them to honor their word? Because I guess what I am confused about is we have some Governors saying, "thanks for the money, we will take it;" and we have other Governors saying in 3 years, "we can't afford the commitment that you are all asking us to take in exchange for taking the money today."

And yet I am having difficulty seeing where our power in the Congress or the President or your office has in 3 years to ensure that a new Governor and a new legislature has to honor that com-

mitment

Mr. DODARO. You are raising a good point. I think that is something that needs to be monitored all along and—

Mr. Schock. I know I am cutting you off. I have a question for Mr. Nabors

My question is, why shouldn't every Governor take the money, tell you whatever you want to hear? Because up until now, I haven't heard a good explanation from you as to how we are going to force them to honor the commitment that we are expecting them to take in exchange for the money.

Mr. DODARO. For example, in the Medicaid area, if they don't honor commitments then they don't get the matching share of-

Mr. Schock. For the first 2 years.

Mr. DODARO. That is the only amount of funding that is available. I will go back and provide you with a specific answer for the record for each of these programs of what mechanisms are in place to make sure that those commitments are honored.

Mr. Schock. I am specifically interested in not how we are going to monitor and tell them they didn't do it, but what specifically, in years 3 and 4 which, from talking to the Governors who haven't taken the funding, is their concern in keeping those higher income levels and places and so on, what our force will be to go after them if they don't; because I guess my suggestion to those Governors who haven't taken the money, it sounds like you take the money, tell them whatever you want to hear, because there's not a whole lot we can do in year 3 and 4 and into the future.

Mr. Nabors, real quick. Reviewing what I have heard in the testimony, I couldn't agree with your final several paragraphs in your testimony which basically said it's not government that creates jobs, it's not government spending that will stimulate the economy, it's private investment, private entrepreneurs and risk taking. And

I truly believe that to be the case.

Chairman Towns. The gentleman's time has expired.

Mr. Schock. Can I have 30 seconds? Chairman Towns. Thirty seconds.

Mr. Schock. I guess what we know, and it's been said by my companions up here, you know, the President said unemployment would peak at 8 percent. It is at 9½ percent. He is conceded that it's going to reach double digits by the end of the summer.

Your testimony here today, \$75 billion has been spent to create 150,000 jobs. That comes out to half a million dollars a job. Your comment earlier was roughly \$92,000 in government spending

should create a job.

So my question specifically is in the jobs number, if we are not going to say we failed in terms of being off course on what the unemployment rate would actually be, we are not even near what the expectation is in terms of job cost of government spending to create a job. We are usually operating under a \$92,000 per job creation number and we have spent 75 billion to create.

Chairman Towns. The gentleman's time has long expired. I now yield 5 minutes to Congresswoman Speier of California.

Ms. SPEIER. Mr. Chairman, thank you.

As we look at the chart that the GAO has provided us, we are going to be outlaying twice as much money next year as we have this year, which would suggest that if there's going to be waste and abuse, it is going to be twice as bad next year as it is this year, unless we take steps to make sure that it doesn't happen.

So I would like to understand what happens when an outlay has been made to a particular entity. Let's say it is \$10 million. And when the first reporting period occurs, they've spent half that money, and we now are aware of the fact that they didn't really generate new jobs, or the program that was anticipated to be con-

structed is not followed up with.

How do we, one, rescind the rest of that money; and, two, do you have enough resources to go out there and determine whether the

money is being spent appropriately or not?

Mr. Dodaro. The answer to your first question is there are sanctions for withholding some of the future funding for certain programs, but it differs by programs. So there are some options if there's disclosures that requirements aren't being met for action to be taken by the Federal agencies; but they have to be aware of it and they have to make sure that they promptly address it.

On the second question is, no, we do not have at the GAO enough resources to go out and monitor all of the activity across the country, and that is why we are suggesting that the single audit process where the State auditors are already in place and they audit this money annually, that they be required to do earlier internal control reporting now, before a lot of the money is spent in 2010, and that they are provided some funding to make sure that they can carry out their normal activities.

If changes aren't made, the single audits for the fiscal year 2009 won't be issued until 6 to 9 months after the end of the fiscal year.

So you will already be into the next fiscal year.

There is a network in place through the single audit that can be exercised, with modifications, to provide greater assurance that the money is being spent properly. But OMB and the Congress need to act on the recommendations in order to effectuate those changes.

Ms. Speier. Mr. Nabors, what is your position on that?

Mr. NABORS. We concur that the single audit is an important component of ensuring that there is appropriate oversight. We want to make sure there is appropriate money to the State and local governments to make sure that they don't have to reduce the administrative staff and the oversight staff that we have, and we are dedicated to making sure of that. We are working with the chairman and the ranking member to—in support of their bill to make sure that even more funding could be available to State and local governments to conduct those audits.

A second piece that we are doing, which I don't want to get lost, is that working with Earl Devaney, who is the head of the Recovery Oversight Board—he has made it very clear that he sees one of his primary responsibilities is getting in on the front end of projects to make sure that as much as possible we can make smart decisions and we can help the agencies make smart decisions so that we have the mechanisms in place so that money isn't wasted. Once the money is wasted, it's a shame for all of us. If we can get in and shape the programs ahead of time so that we can minimize the amount of waste that comes out the other side, that would be best for the American taxpayers and for the Congress. So we are working very hard with Earl and with the various IGs to try to set up those mechanisms ahead of time as well.

So I think between the State auditors, the local auditors, and the IGs and the Recovery Oversight Board, we are trying as much as possible to create a network of oversight that will try to minimize the amount of waste that could occur from Recovery Act spending.

Ms. Speier. Final question. If there is fraud, there should be a means by which that money could be returned to the Federal Gov-

ernment. Have you put that in place? Have you thought about it?

What are you going to do about fraud?

Mr. Dodaro. That's the basic responsibility of the Federal Government agency. If we find fraud or potential fraud, we will refer the matter to the Justice Department for further investigation. We don't have law enforcement authorities, but we do make referrals to inspectors general and the IGs. We have made available to the public a hot line where people can submit allegations of fraud. The Recovery Act also requires the inspectors general to do the same.

Ms. Speier. How do you advertise that hotline?

Mr. Dodaro. It's on our Web site. We have put out press notices regarding it.

Ms. Speier. How many calls have you received?

Mr. Dodaro. We have received about 61 allegations so far. We have referred some things to the inspectors general. There are about 25 or so that we are looking into more deeply to assess the merits of it. We will be following that up.

Ms. Speier. Could you report back to the committee on what you

find from those hotline inquiries?

Mr. DODARO. I would be happy to.

Chairman Towns. I now yield 5 minutes to the gentleman from

Arizona, Congressman Flake.

Mr. FLAKE. I thank the chairman, and I thank the witnesses. I'll ask a series of questions and if I could get a quick answer, I'll get

The Vice President has said that he is kind of the sheriff on this, that his role is to provide oversight. What specific role does he

play? Does he go to meetings? What does he do?

Mr. NABORS. The Vice President holds regular meetings with the Cabinet agencies and with the implementation officials with the agencies, and he is also very involved in terms of reviewing agency

plans with regard to broad goals of Federal spending.

Mr. Flake. When we see programs that we are told are getting funding, it kind of makes us wonder when you say no-if you say no. For example, we are told that \$800,000 of this recovery funding will be used for a runway at an airport in Pennsylvania that has around 20 passengers a day that fly to Washington. Why wasn't that money turned down? And if it's not, can you give me any specific examples where you've said no?

Mr. NABORS. There are a number of examples where we have gone back to the agencies and asked a series of very hard questions, and projects were removed. With this specific project, I would have to go back to the Department of Transportation and find out

more about the criteria that were used to make this award.

Mr. Flake. But you don't know of any examples where you just

said no? Just hard questions?

Mr. Nabors. Most of this work is done at the agencies. I would want to go back to the specific agencies and get the examples of

Mr. Flake. The Vice President has said that some people have been scammed already. That is his quote. Can you give any examples of that?

Mr. NABORS. I am not sure what the Vice President was referring to there.

Mr. Flake. Should we ever take anything serious said by the Vice President or somebody assigned to go and retract what is said?

Mr. NABORS. I take what the Vice President said very seriously.

Mr. Flake. It would be good to know what he's referring to.

Mr. NABORS. I'm just not familiar with that quote.

Mr. Flake. CNN Money just put something out saying that \$75 billion had been allocated already, paid out. You say \$57 billion. Which is correct?

Mr. NABORS. The most recent information I have is \$57 billion. Mr. Flake. And you say 150,000 jobs have been created. That is

some \$380,000 per job where the goal is \$92,000 per job.

Mr. NABORS. I think there is a discrepancy. I'm giving you the most recent information that we have with regard to obligations. It's \$57 billion to date. I would have to go back and look at when the job creation number was actually calculated. It's not the exact same time period.

Mr. Flake. But it's safe to say that we are considerably north

of the figure of \$92,000. That's the goal.

Mr. NABORS. I would have to go back and take a look at that,

but I will provide that information for the record.

Mr. Flake. So with projects—and we were told initially that they needed to be shovel-ready. I have to tell you, I grew up on a farm and my dad always had projects that were shovel-ready. They usu-

ally involved rubber boots and a corral.

I'm just wondering if there is any other criteria, again going back to this thing. I still have not heard of examples coming from any agencies. And, again, going back to this one—and Mr. Burton named some others—these projects where you would have to say, you know, unless you just concede that throwing money out is going to create jobs somehow or improves the economy, that perhaps it would be better to give it in the form of tax relief and allow individuals to spend it.

But I still would love for you to come back to the committee and give us information on at least one instance sometime where an agency has said no. Just because it's shovel-ready doesn't mean it's

worthy.

Mr. NABORS. I'll be happy to provide that information for the record.

Mr. Flake. I yield to Mr. Issa.

Mr. ISSA. If they could put the "Federal Deficit Will Reach Levels Never Seen Before" up on the board.

Mr. Dodaro, earlier you showed us your declining one. This one appears to be your chart, but referred to in positive deficit. And I want to make sure, because again I told you I had to take stats and I hated it. Your downward one appears to be the equivalent of that one; same thing, but everything in reverse, that obviously states a little different. And if I read it correctly, we have increasing deficits as far as the eye can see projected. When you express it positive—because we are in deficit and your chart was a negative deficit because you have these minus numbers.

Can you explain the difference between those two charts?

Mr. ĎODARO. It's basically just the reverse explanation. I mean, there are different ways to explain this and to display it.

One, the chart I am showing is the annual deficit, what it is expected to be as a percent of gross domestic product. There are also measures that you could show where there is a percent of debt held by the-

Mr. ISSA. My time is expiring.

Isn't it more standard when you talk about deficit to have it as a positive deficit? In other words, a growth in deficit normally is an upward number. In your case, the downward might have people think that things are getting better, when in fact, down in your case or up in the other case, both are growing deficits.

Mr. Dodaro. Right. "Down" in our case means you are going bad.

You are heading in the very wrong direction.

Mr. ISSA. I wanted to make everybody understand that downward chart is really bad and that's where we are headed right now.

Mr. Dodaro. Correct.

Chairman Towns. The committee will adjourn, and we will reconvene 5 minutes after the last vote.

[Recess.]

Chairman Towns. Let me just reconvene the committee and to say to Mr. Nabors and, of course, Mr. Dodaro that we really appreciate your being here; and, as you know, that, based on the comments made by Members, there's a lot of things that we need to sort of get clarification on, you know. And one in particular, that if jobs are retained, how is that in terms of job creation, you know, and that a lot of areas, you know, they would have had to lay a lot of people off, but as a result of the money, they were able to retain them. And I think in many instances it just made so much sense to do that. Because when you look at education where you're able to have teachers, you know, that would have been laid off and would have these huge class sizes that now are able to have their jobs, I think it makes sense.

And, of course, I want to thank you and want you to look into these issues, because we're going to always have these until we

come up with some clarification.

So, OMB, you really have to have some guidelines to make certain that people understand, you know, what job creation means. Is it a part-time job, half-time job, whatever. I mean, these things need to be sort of made clear so we know where we're going so we can answer questions when they come up.

And I now yield to the ranking member, and then after the rank-

ing member we're going to dismiss this panel.

Mr. Issa. I would like to echo the chairman's accolades of your being here today and your willingness to respond both here today

and some of the followup that you've promised.

This committee is dedicated to have you back essentially every time there's a new report, which is every 2 months; and I hope you will indulge us in something close to that schedule. Based on what the chairman may want, we may do it informally or formally, but it's very clear we feel it's one of the core responsibilities of this committee and one that we want to work on on a bipartisan basis.

And with that, Mr. Chairman, I agree we should go to the next

panel; and I thank you for your service.

Chairman Towns. Thank you very much.

And now we will move to panel two.

Our next panel, the Honorable Deval Patrick is Governor of the Commonwealth of Massachusetts. Governor Patrick's career includes leadership experience at the top of levels of business and nonprofits and government, including as Assistant Attorney Gental Patrick of the Commonwealth of Massachusetts. Governor Patrick's career includes leadership of the Commonwealth of Massachusetts. Governor Patrick's career includes leadership experience at the top of levels of business and nonprofits and government, including as Assistant Attorney Gental Commonwealth of the Commonwealth of Massachusetts.

eral for Civil Rights at the Justice Department.

Governor Patrick recently signed into law legislation to maximize the Commonwealth's eligibility to receive Recovery Act funding. The new law builds on the work and ideas of hundreds of people who have participated in a task force to establish a plan for the best use of Federal stimulus dollars.

Governor, will you stand and let me swear you in.

[Witness sworn.]

Chairman Towns. Let the record reflect that he answered in the affirmative. You may be seated.

Governor, we would allow you 10 minutes. You know, after all you're a Governor. You get 10 minutes. So if you can proceed.

STATEMENTS OF DEVAL PATRICK, GOVERNOR, COMMON-WEALTH OF MASSACHUSETTS; MARTIN O'MALLEY, GOV-ERNOR, STATE OF MARYLAND; AND EDWARD RENDELL, GOVERNOR, COMMONWEALTH OF PENNSYLVANIA

## STATEMENT OF DEVAL PATRICK

Governor Patrick. Well, Mr. Chairman, thank you, I think, for the  $10\ \mathrm{minutes}.$ 

I'm going to be brief, and I want to apologize in advance that I have to leave early for an appointment elsewhere in the city, but my staff and I will be happy to followup with you and Congressman Issa and members of the committee, our own members of the Massachusetts delegation and others and their staff on any specific questions you might have.

Chairman Towns. We respect your time constraints.

Governor PATRICK. Thank you very much, Mr. Chairman; and thank you for the opportunity to testify today about the American Recovery and Reinvestment Act and its impact on the Commonwealth of Massachusetts.

I want to ask that you accept my written statement for the record and permit me to just summarize it.

Chairman Towns. Without objection.

Governor PATRICK. Thank you.

First, I want to acknowledge and thank the Congress and the President for providing these much-needed resources. These are the tools that we need to help us weather these unprecedented economic times and to begin to transition our economy over time to the next chapter of sustained growth.

So far, Massachusetts has received close to \$2.6 billion in Federal recovery funds. Most, I think like most States, has come for Medicaid and education; some as the first installment on transportation

projects.

While we've not been able to avoid all layoffs and cuts in State services, without our funds these cuts would have been much more drastic and disruptive. With them, Massachusetts has been able to sustain critical safety net programs and services such as in education and health care, and I just want to get into that a little bit more.

In education, Recovery Act funds enabled us to maintain our investments in education reform, a 15-year commitment that has placed our students first in the Nation on the NAIPs scores and in the top six in the world on the TIMSS measure of science and math.

The recovery funds have also enabled us to continue our pioneering experiment in health care reform where over 97 percent of our residents are insured today, the highest level in the Nation.

In fiscal year 2010, the increased FMAP will allow us to maintain eligibility and benefits for hundreds of thousands of low-income residents who rely on State-subsidized health insurance.

We estimate that the Recovery Act's education and FMAP funding have helped us retain thousands of teachers, social workers, health care workers and others.

Our initial highway funds are putting people back to work today and laying the foundation for future growth. We're using highway stimulus funds in Fall River, an area especially hard hit by the recession, for a new interchange opening up 300 acres of property for commercial and industrial development. Investments are also being made in the western part of the State for an intermodal facility to allow for the more efficient interaction of different transportation methods.

We are ready to put forthcoming Recovery Act funding and our people to work especially in the innovation economy. The clean energy field is the fastest growing sector in the State, with 20 percent growth in 2007. Today, we have more than 500 firms and 14,000 people working in those—in that field. With a program I announced just last week to use Recovery Act funds to install solar panels on State buildings, including all four terminals at Logan Airport, those numbers will grow. Town halls, libraries, and other municipal buildings are also set to receive funds for solar installations and homeowners for weatherization, and small businesses are likely to undertake the majority of this work, which I think is very good news for that important sector of our economy.

Our plans are ready to implement for investments in transportation projects, labor, and work force development programs and new technology, including broadband expansion to unserved and underserved communities. These Federal investments, coupled with State bonding resources we have committed, will create jobs today and improve our infrastructure for tomorrow.

I just want to point out, 4,900 jobs were created in the Massachusetts economy in May, the first new jobs created in a year in the Commonwealth. And while not all of those can necessarily be attributed to the Recovery Act, I can tell you that certainly they helped. It's way too soon, in my view, to unfurl the mission accomplished banner, but we're on the right track.

The Recovery Act has provided an opportunity to make fundamental changes to the way we do business. For instance, the use-it-or-lose-it requirements helped motivate us to examine and improve the process for contract awards. As a result, the time from bid opening to notice to proceed has been cut from 120 days to less than 60 days without any loss of oversight, and the members of the

Massachusetts delegation will know that this has been a particular challenge of ours in Massachusetts over the years and a real focus of our administration.

In the same vein, I commend the Congress for insisting that we deliver on the goal of maximum transparency and accountability. In Massachusetts, we have been focused on creating a transparent, accessible way for both professional watchdogs and average citizens to track recovery spending; and we have taken a number of steps

to protect against waste, fraud, and abuse.

First, even before the Recovery Act's enactment, we identified the State agencies and programs through which recovery funds were likely to flow and directed those agencies to review, update, and amend their existing internal controls to satisfy the most rigorous compliance oversight requirements. We then vetted those control plans with the State Auditor, Inspector General and Attorney General, all independent officials in Massachusetts, to see if they saw any gaps that we had missed.

Second, we established a centralized Recovery Act project management office. We call it the Office of Infrastructure Investment. This office coordinates projects between State agencies and municipalities, helping to streamline the process of obtaining regulatory approvals and ensuring compliance with Federal and State regulations. The office will include a compliance and monitoring manager who will oversee internal control processes, assess compliance risks, and conduct periodic compliance reviews across all State

agencies receiving these funds.

And, third, we've developed a State Web site, a recovery Web site, mass.gov/recovery, on which we publish recovery expending by type and by region for money that flows through the State. The site will contain all the information required by the act, including a detailed description of each Recovery Act funded project and activity.

Finally, I want to mention two items that need I believe the continuing attention and partnership of the Congress, the administra-

tion, and the States.

No. 1, we are still waiting for the bulk of the money. I understand that much of the funds will be released this summer, and that's very good, but I would be remiss if I didn't make the point that we, as Governors, are ready to go and want to work with our Federal partners to ensure projects start quickly. We can do this, I believe, without sacrificing the important goals of transparency and effective oversight. Both goals are possible, and both must be achieved simultaneously. But no funds, no projects; and no projects, no jobs. So, with due respect, passing the bill, as important as that was, creates no jobs. Spending the money creates the jobs.

No. 2, although I commend Congress for authorizing States to

No. 2, although I commend Congress for authorizing States to utilize a small portion of Recovery Act funds for central reporting and accountability systems, the process that States have to go through to obtain authorization to begin spending these funds needs to be simplified. States have been instructed that in order to access Recovery Act funds to pay for centralized systems, including that transparency and accountability that I referred to, States must follow longstanding cost allocation procedures set forth in OMB administrative circular No. 87 and then submit proposed

amendments to their existing State-wide cost allocation plans to

Health and Human Services for review and approval.

Now, we are currently in negotiations with HHS over the details of our proposed plan, because we have concerns about whether those procedures adequately account for the Recovery Act's unique issues and requirements. In the meantime, however, we can't access the funds until we finish those negotiations, and it's unclear when those negotiations will conclude. And, to the best of my knowledge, there is no other State that's in a different position. Everybody is stuck on this particular point right now.

Now, our comptroller has shared these concerns with OMB. The

Now, our comptroller has shared these concerns with OMB. The issues are complicated. We have a very productive working relationship and discussion with OMB, but we need to conclude this as promptly as possible in order to allow the time to build those accountability and transparency systems to track Recovery Act

spending.

So, again, I just want to thank you for inviting me today. I thank you for the initial investment in the long-term effort to help America recover from this economic crisis, and I am happy to take any questions that you may have.

[The prepared statement of Governor Patrick follows:]

## Governor Deval L. Patrick

Testimony before United States House Oversight and Government

Reform Committee

Washington, DC

Wednesday, July 8, 2009

Good morning. Thank you Chairman Towns, Ranking Member Issa, and members of the Committee for the opportunity to testify today about the American Recovery and Reinvestment Act and its impact on the Commonwealth of Massachusetts. I first want to acknowledge and thank President Obama for his leadership and commitment to ensuring that the states have the tools they need to weather these unprecedented economic challenges. I also want to thank Congress for providing these much needed funds, and for their long-term vision for economic sustainability.

To date, Massachusetts has been awarded close to \$2.6 billion in federal recovery funds for Medicaid, education, and transportation projects. These federal funds have helped Massachusetts sustain critical safety net programs and services while avoiding laying off thousands of teachers, public safety workers, human service

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providers and other government employees. It also is allowing us to make infrastructure investments that are both creating jobs now and laying the foundation for long term economic growth in the future. Of course, even with ARRA funds, we have been forced to make difficult cuts to balance the state budget. I am not under any illusions that ARRA funding is a panacea. We continue to make the hard choices to ensure our long-term economic health.

In Massachusetts, we have a rich history of education achievement. Our fourth and eighth graders outscored the nation, and most of their international peers, in math and science on the world's largest study of student performance in those subjects.

According to the results of the 2007 Trends in International Mathematics and Science Study (TIMSS), Massachusetts 4th graders ranked second worldwide in science achievement and tied for third in mathematics; the state's 8th graders tied for first in science and ranked sixth in mathematics.

With the influx of federal recovery dollars through the State

Fiscal Stabilization Fund we have been able to protect the gains we

have already made and continue the work to adopt an even more rigorous set of academic standards and assessment that will best equip tomorrow's leaders with the tools for success.

This past fiscal year, ARRA funds prevented a 10 percent cut to education spending in Massachusetts. We used \$412M of stabilization funds to ensure that we fully funded all 328 of our school districts.

While we have asked districts to use these one-time funds in strategic ways to drive education reform, we are also mindful that superintendents across the state are seeing their "funding cliffs" right now. Therefore, some of these stabilization funds are being used to avoid massive layoffs in the short-term, and they have helped bridge the gap until our state revenue picture begins to turn around.

ARRA funds have also enabled Massachusetts to continue its pioneering experiment in health care reform. Today, over 97 percent of Massachusetts residents have health insurance – the highest of any state in the nation. In FY 2009, enhanced Medicaid matching funds allowed us to continue our successful health reform programs

by claiming an additional \$860 million in federal reimbursements. In FY 2010, the increased FMAP will allow the Commonwealth to maintain eligibility and benefits for hundreds of thousands of low income residents who rely on state-subsidized health insurance.

These are important steps to secure the safety net for Massachusetts residents. But ARRA funding is also about long-term thinking and bringing better tomorrows within our reach. The opportunity in this crisis is to ensure that we do everything we can to position ourselves for the upswing by preparing our states for sustainable long-term growth in the 21<sup>st</sup> century innovation economy.

Our focus in Massachusetts has always been on the future of the innovation economy. We have been working to position the Commonwealth for success regardless of the economic climate by making strategic investments in the engines we believe will drive tomorrow's economy. We are leading the way out of the fossil fuel era towards a clean energy future. The clean energy field is the fastest growing sector in the state with 20% growth over the previous year in 2007. Today, we have more than 500 firms and 14,000 jobs

in this field. Just last week, I announced a program with ARRA funds to install solar panels on state buildings, including all four terminals at Logan Airport. Town halls, libraries and other municipal buildings are also set to receive funds for solar installations and small businesses are likely to undertake the majority of this work.

The Commonwealth's highly educated workforce, academic research centers, and our entrepreneurial spirit ensure that we will remain an international clean energy leader in the years ahead.

Under the leadership of the President and the Congress,

Massachusetts will continue to compete for millions of dollars for
shared priorities in transportation projects, labor and workforce
development programs and technology investments, including
broadband expansion to un-served and underserved communities.

These federal investments coupled with continued state funds will
yield increased employment and better infrastructure today and will
open the doors of opportunity to more citizens to share in tomorrow's
prosperity.

Our initial highway funds are also immediately putting people back to work, and laying the foundation for future growth. We are using highway stimulus funds in Fall River, an area hard-hit by the recession, for a new interchange opening up 300 acres of property for commercial and industrial development. Investments are also being made in the western part of the state for an intermodal facility to allow for the efficient interaction of different transportation methods.

ARRA funding has not only enabled us to get people back to work more quickly and invest in our infrastructure and future growth, but it has provided an opportunity to make fundamental changes to the way we do business. For instance, the "use it or lose it" requirements motivated MassHighway to examine and improve the process for contract awards. Previously, the time from bid opening to notice to proceed took around 120 days. Through a concerted effort the Commissioner and her staff reduced this time for ARRA projects to less than sixty days without any loss of oversight.

From the beginning, we have been committed to maximum transparency and accountability. I commend the Congress for

insisting that we deliver on this goal. In Massachusetts, we have been focused on creating a transparent, accessible way for citizens to track ARRA spending and we have taken a number of steps to protect against waste, fraud, and abuse. In January, prior to ARRA's enactment, we identified the state agencies and programs through which ARRA funds were expected to flow and directed those agencies to review, update and/or amend their existing internal control plans to satisfy ARRA's compliance/oversight requirements.

We transmitted copies of those control plans to the state auditor, inspector general and attorney general and requested that they review the plans and inform us if they perceived any potential vulnerabilities or concerns.

We also developed a centralized ARRA project management office, the Office of Infrastructure Investment. This office coordinates projects between state agencies and municipalities, helping to streamline the process of obtaining regulatory approvals and ensuring compliance with federal and state regulations. The office will include a Compliance and Monitoring Manager, who will oversee

internal control processes, assess compliance risks and conduct compliance reviews across all state agencies receiving ARRA funds.

With respect to transparency, we have developed a state recovery website – <a href="www.mass.gov/recovery">www.mass.gov/recovery</a>. We currently publish on that site ARRA allocations and spending by type and by region for money that flows through the State. Consistent with the guidance that OMB just issued, we also plan to publish on the site all of the information required by section 1512 of ARRA, including a detailed description of each ARRA-funded project and activity. Our goal is to develop a robust, centralized oversight mechanism which can identify and resolve issues as quickly as possible, and can continue to provide enhanced financial oversight after ARRA expires.

While we have taken many positive steps forward in the areas of transparency and accountability, we have encountered a few bumps in the road.

We all know that the implementation of the Recovery Act is a huge endeavor. I believe that all parties have been trying to balance

the need for appropriate oversight and transparency with the requisite expediency needed to spur economic activity. We await the bulk of the money to come through. It is true that the funds we have received through FMAP and education are enormously helpful to shore up the safety net and I've already talked about the impact of those funds. And the transportation money is already proving beneficial as we begin to undertake various projects throughout the state that put people to work. Additionally, I do not think you can discount the impact that these images of folks working can have on the public.

I commend Congress for authorizing states to utilize a small portion of ARRA funds for central reporting and accountability systems. One concern I have, however, involves the process states must go through to obtain authorization to begin spending these funds. Per OMB Guidance dated May 11, 2009, states have been instructed that in order to access ARRA funds to pay for centralized systems - including transparency and accountability systems - states must follow longstanding cost allocation procedures set forth in OMB Administrative Circular 87, and submit proposed amendments to their

existing statewide cost allocation plans to Health and Human Services for review and approval. Massachusetts has done so and is currently in negotiations with HHS over the details of its proposed plan amendment. In the meantime, however, we cannot access the funds and it is unclear when we will be able to do so. To the best of my knowledge, no other state has been able to access their funds either.

I appreciate why OMB may have initially believed that it would be most efficient to use existing Circular 87 procedures. However, we have growing concerns about whether those procedures adequately take into account ARRA's unique issues and requirements. Unless these differences are recognized and addressed, I fear we will not be able to access the funds we need in sufficient time to build the reporting and oversight systems that ARRA requires.

My comptroller has shared these concerns with OMB. The issues are complicated, but we have a very productive working

relationship with OMB and will continue working with them to find solutions.

Again, thank you for inviting me today. I look forward to our continued partnership as we work to help America recover from this economic crisis. I am happy to take any questions you might have.

Chairman Towns. Thank you very much, Governor.

Let me just inform the Members that we have two other Governors that will be joining us, and we'll just swear them in at that time

I would like to yield 5 minutes to the gentleman from Massachusetts, Mr. Lynch, and the reason for it is that he yielded his time. Mr. Lynch.

Mr. Lynch. Thank you, Mr. Chairman.

Governor, I appreciate you coming here and helping the committee with its work. I do have a copy of Gene Dodaro's—well, the report on the Recovery Act funding and the results that his periodic review has done in Massachusetts; and I would say that, at least according to this report, you got pretty strong marks. There are some questions, but, for that which he could determine, Mr. Dodaro has I think expressed some confidence in the way that you're handling in Massachusetts, and I appreciate that.

Governor PATRICK. Thank you.

Mr. LYNCH. I do want to say that, originally, the Recovery Act was all about creating jobs, and that's how it was announced to the public, and that's how its success or lack of success is being measured, and I think that's fair. When you think about the difficulties we're having, the focus on job creation was the simplest way I think to address that crisis.

But through the legislative process, it became more than a jobs creation bill. It became a massive health care supplemental and education supplemental, which were desperately needed in Massachusetts and around the country but not necessarily job creation measures, desperately needed, but the money that we spent on education, the money we spent on health care wasn't necessarily resulting in the creation of jobs, and I think some people forget that fact.

The other piece that I think has confounded us all is the fact that it has taken so long for some of this money to get out on the street, get out on the job sites, create those transportation jobs that we were hoping for. And I want to ask you, it seems to me, in reading the report by Mr. Dodaro and the Government Accountability Office, that there was a pipeline for the health care money to get out there that was all set up. There's a pipeline for the education money to get out there. There are systems in place to spend that money.

But—and one-of-a-kind projects, transportation projects, infrastructure projects, there was not a—these were one-of-a-kind projects. They were basically established by the Governors, and so—in terms of priorities. So there's been a delay in getting—look, I'm a former iron worker. Nothing makes me happier than when I see the iron workers and the building trades people go to work.

Governor Patrick. Right.

Mr. LYNCH. And I just want to ask you about the difficulty that we're seeing that you expressed in your own comments about getting that money out on the job sites and creating these jobs. What do you think is—where do you think is the holdup? What is the key component here that we're missing in seeing this very long delay in getting that money out to create the jobs?

Governor Patrick. Congressman, thank you for your comments

and questions, and let me respond to both of them.

First, the job creation versus job retention, both are important because if the—and to your point, I agree with you. The bill is trying to accomplish more than one thing, and that those different or added goals were developed in the course of the legislative process, and we not only respect but we appreciate that. Because, frankly, if we are unable to maintain services, particularly those where the demand goes up because the economy is in stress, then that compounds some of the economic stresses that we are dealing with in my State and in others. So I think the job retention counts and being able to maintain our investments in education and health care are enormously important.

In terms of the length of time of moving the money out, again I make the point—and I have made it privately to agencies as well—no—no—no funds, no projects; no projects, no jobs. That's

where the job creation comes from.

I think that everyone is trying to balance another objective of the act and of good policymaking, which is utterly thorough oversight and to make sure that we—because I think there is a sensitivity that a misstep could, rightly or wrongly, discredit the whole pro-

gram.

And so in many—in the cases you talked about, we're having—the agencies are having to create new guidelines, new frameworks for moving the money out. They have been very open to consultation from Governors and others about what those guidelines ought to be, but until those are in place we are told the money won't flow. Most of them are in place at this point, and so I think this summer is when we will see a lot of those funds coming our way.

Governor RENDELL. Could I jump in on that?

Mr. Lynch. Please do, Governor.

Chairman Towns. Governor, we didn't swear you in yet. So you're going to have to hold it for a second.

Governor RENDELL. I promise I'll tell the truth.

Chairman Towns. You're going to have to hold it a second. I tell you, let me swear you in. If you'll stand now, we'll swear both of you in.

[Witnesses sworn.]

Chairman Towns. You may be seated. Now you can participate. Governor Rendell. I think the point that Governor Patrick made is a very good one; and I think the administration worries about it and we do, too. I mean, I have personally said that I am going to oversee every dime of the stimulus money for my last 18 months

in office because I want it to go well.

And I see—and I don't mean yourself because you're certainly not alone. But I read in the newspapers, Politico today, stimulus money getting out too slow, etc. If this money had been thrown out the door without proper planning, if this money had been rushed out in the streets, a compacted RFP process so that really the Governors could pick who the contractors were, etc., well, there would be hell to pay. Because there were two things that all of us worried about; and I think the administration did, too: getting it done fast but getting it done right. And I think the administration has struck the proper balance, and I think we have.

I saw Mr. Dodaro's answer—I don't know if it was Congressman Issa's question—but he said, look, where there are existing streams like the transportation money, transportation money we just handled like any Federal money funds. The money flowed to the regional planning organizations by formula. They made the decisions on projects, gave them back to PennDOT.

Where that was the case we're out—we're in the ground on more than a half of our 242 transportation projects. We have a billion plus in transportation dollars. That's incredible to do it in less than 4 months. The transportation plan was approved March 12th. It's less than 4 months. That's an incredible record of success.

But for other things like the energy program or things like that, the Federal Government's developing their own guidelines, and they shouldn't rush. In fact, if you looked at my testimony as chairman of the NGA, one of the things the NGA asked for is a little bit more time, not to be quite so rushed so we can have a little bit more time in the planning process. Because it's our rear ends on the line. If something in Pennsylvania or Maryland or Massachusetts gets screwed up, there's waste or fraud or the money goes to projects that aren't worthwhile, we're going to get it before the administration.

I think they've struck the proper balance. If you're frustrated, so am I. I believe that this program will, in fact, have a significant effect in not only job retention but in job creation. But, remember, it's just barely July. July, August, September, October, you will see unbelievable amounts of people coming back to work on the infrastructure portions of this and orders going into factories all over the country. So I think we tried, and the administration did, to do the two things: do it fast but do it right.

Chairman Towns. The gentleman's time has expired.

Mr. LYNCH. Thank you. I yield back.

Governor RENDELL. Sorry. Chairman Towns. Mr. Issa.

Mr. ISSA. Governor Patrick, I appreciate you being here; and I understand you have to leave shortly. I'll be brief. This may not come as a surprise to you at all, but I have a concern specifically in your State, and correct me if anything in the Boston Globe is

Governor Patrick. There isn't time.

Mr. Issa. I do it with the LA Times whenever I can, too.

But the Federal prevailing wage is \$37.45. It was reported in a couple sources here. But I have the prevailing wage, if you will, the actual market wage in your area in the Boston area is \$27.09. So Federal prevailing wage is higher than the actual prevailing wage of sort of everybody, and that's not uncommon. But Massachusetts has chosen a prevailing wage of \$58.84, and it's been reported by the Boston Globe and others that this represents, depending upon which figure you look at, \$141 million to—I have figures up in the \$174 million range, but just using the Globe \$141 million of wasted money.

Now, can you explain to us why you would pay higher than the Federal prevailing page if the money was delivered to you by the Federal Government in order to maximize the, if you will, gain in jobs or minimize the loss of jobs?

At the earlier testimony, the \$141 million would be at least 1,500 jobs that would have been saved had you used the Federal prevailing wage and, of course, even more had market forces allowed for, if you will, in a tough time the lowest wage, the highest return to Massachusetts and, of course, the greatest amount of people not laid off.

Governor Patrick. Congressman, thank you for the question. If you give me the cite of whatever article it is you were referring to, I'd be happy to check on and followup.

I think you know that we have different prevailing wages for different—for different trades-

Mr. Issa. Right.

Governor PATRICK [continuing]. And different jobs. And, as you said, the average prevailing wage in Massachusetts is lower than the Federal average on prevailing wage, but I'd be happy to check on those facts.

Mr. ISSA. Right, and the actual \$141 million total was from the Beacon Hill Institute; and, as I say, I will give you a copy of this.

But this goes to, you know, this—the Congress passed this with a Davis-Bacon provision. So there's no question that you were required to use a Federal prevailing wage. You were not allowed to use, if you will, what I might have considered, which was get the maximum amount of people working.

My grandfather worked in WPA; and, trust me, that was not a Federal prevailing wage as we understand it today. They were paid very little, but they were paid every day, and it really made a dif-

ference in knocking down unemployment.

And to a certain extent this is fashioned after WPA. We're asking you to find projects, in this case shovel ready, but find projects, get them out, get the maximum amount of people. You've been, to a certain extent, incentivized to do it based on number of jobs, not necessarily dollars spent. So wouldn't it be-as Governors, chief executive, wouldn't it be reasonable for you to have tried to maximize the number of jobs it created rather than the maximum dollars to those who were fortunate enough to get those jobs?

Governor Patrick. Well, Congressman, I appreciate the question, but in my original line of work as a lawyer that would be called a question that presumes a fact not in evidence. You've told me what you have read in the newspaper. I don't know. I haven't seen this article. I would not—it's-

Mr. ISSA. I understand the Boston Globe is not as widely read. Governor Patrick. It's not a dig at the Globe. It's just that I don't know what you're referring to. I do know that we have, in the view of our own oversight and the Inspector General's oversight,

complied fully with the—with the expectation of that.

Mr. Issa. There's no prohibition to you paying more than Davis-Bacon. I understand you have that right. But as chief executive, would you say-and this is not based on facts not in evidence-but would you say that your obligation is to get the maximum work done, the maximum number of employment and, therefore, the least expensive cost of each production? Meaning, if you will, if you can pay less or mandate a lower figure than you currently might mandate for a particular job, wouldn't it be consistent with the intent of Congress and with the best interests of the people of your

State that you in fact do that?

Governor PATRICK. Well, not only would it be consistent but I think it's what we do. We have our own State laws that require an open and transparent bidding process and that—and that decisions be made based on the most effective and least—least expensive.

Mr. Issa. OK. I thank you, and we'll provide you a copy of this,

and perhaps you can give me your response to that.

Governor PATRICK. Great. Thank you.

Chairman Towns. Governor Patrick, thank you very much for your participation. According to the agreement, it's now 1:02, and I'm 2 minutes behind my schedule with you. Thank you so much for coming. Thank you.

At this time, I would like to yield to Congressman Van Hollen

to introduce the Governor of Maryland.

Mr. VAN HOLLEN. Thank you, Mr. Chairman.

I want to thank all the Governors here but a special greeting to our Governor from the great State of Maryland, Governor Martin O'Malley.

We have two other Marylanders on this committee. This has been—as you know, schedules got moved around, but on behalf of Elijah Cummings and John Sarbanes as well, we welcome you, and just, Mr. Chairman, to say that we are very proud of the fact that our Governor was ready to go as soon as the economic recovery money hit the street.

I know a number of States have vied for this position, but I think we—the record will show that we, when it came to transportation money, had the first project to hit the street shovel ready; and he's combined that with an accountability system that he's carried over from his days as Mayor of Baltimore and now as Governor, that this money is being well-spent in our State of Maryland.

So I want to thank you for having this hearing and thank Gov-

ernor O'Malley for being here.

# STATEMENT OF MARTIN O'MALLEY

Governor O'MALLEY. Congressman, thank you very much for your introduction.

Chairman Towns, thank you. Ranking Member Issa, members of the committee, it's an honor to be here with all of you today.

Mr. Chairman, I'm encouraged and congratulate you on the passage, in the House, anyway, of your legislation on enhanced oversight of State and local economic Recovery Act which provides some additional guidance and some greater flexibility and clarity for us

at the State.

And, again, I want to thank Congressman Chris Van Hollen for his leadership on these issues—we were together when we were breaking ground on some of these recovery projects in Montgomery County—and also Congressman Elijah Cummings, who was here earlier, and Congressman John Sarbanes.

For those of us working for our citizens in State government, the American Recovery and Reinvestment Act has really been a lifeline. It is helping us to create and save jobs in Maryland. It is allowing us to position our State's economy to bounce from this recession; and in these tough times it's helping us to protect some of our

most important priorities, namely, the health of our people and the education of our children.

In Maryland, we share President Obama's commitment to investing our American Recovery and Reinvestment Act funds with maximum efficiency, maximum openness, maximum transparency; and to guide us in this process, we're using an initiative and a system of management that we call StateStat. StateStat is born out of CitiStat, which in turn was born out of ComStat, the system that the NYPD used to dramatically reduce crime in New York City.

Its first tenet of all of those stats is timely, accurate information shared by all. Timely, accurate information shared by all. We took CitiStat with us to State government in 2007, so that when the recovery and reinvestment dollars were appropriated and passed, we already had a tracking system in place; and we used StateStat and our first-in-the-Nation IMAP—which, by the way, was developed in cooperation with ESRI, I believe a San Diego-based company that's terrific on GIS—to strategically target our Recovery and Reinvestment Act investments.

We routinely and relentlessly meet with key agency officials. We collect and analyze benchmark data in order to change tactics and strategies where necessary to achieve our goals. We use GIS technology to map and track our progress, connecting these important dollars not only to the programs from which they're coming but to the places, the towns, the municipalities, the counties, the neighborhoods to which they're going, making real differences in the lives of real people. And, again, we've made the data available on our Web site for all of our citizens to see.

I'm going to run through a brief slides here as I wrap up. This is our StateStat Web site. If we click here on this recovery tab, we call up a special page dedicated to the Recovery and Reinvestment Act. We tried to make sure that stylistically, design-wise this flowed from the Federal site. If you look on the left, we have tabs which lead to two GIS maps which are part of our IMAP. One is an overview; the other is more detailed.

Here on the overview map we display the overall State-wide breakdown of Recovery and Reinvestment Act funding areas. We also allow citizens to click on their own county to retrieve local information. For example, if we click on Prince Georges County, you can see the county is receiving \$319.9 million in stimulus funds; and, again, you see the breakdown and the dollar amounts by category of education, health, transportation, and so on.

If we click on the individual slices of the investment pie, we learn that of these investments \$117.9 million are targeted toward protecting educational achievement this year. That is the largest piece of the recovery dollars that are going to Prince Georges County. We're very proud in Maryland to have the No. 1 school system in America, according to Education Week magazine. It's a top priority. It is our economic competitive strength, and we want to make sure that we protect the future of our kids in these troubled times.

If you want more information on how we are investing education resources in Prince Georges, again, you can click on the map. You can see a breakdown of what amount of this is Title I, what amount is special education, what amount is State adequacy and equity funding and other aid.

Now, let's move to the physical capital investments, those job-creating rather than job-saving investments. On the left, we can click to access again the more detailed map. If you look toward the top of the screen, we give citizens the option of putting their own ad-

dress and ZIP code in Maryland.

For the sake of this demonstration, we haven't inserted Congressman Van Hollen's address but rather the Rockville Volunteer Fire Co. at 380 Hungerford Drive, 20850. By clicking the "show individual projects" on the map button, you can see every Recovery and Reinvestment Act-related project in proximity to this address highlighted on the map.

Then we can click on, for example, this highway project; and, as you can see from the information again posted on the map for all to see, it's a \$1.7 million project on Maryland Route 28. We're expecting bids on July 16th, and we aim to have a contract to begin work in September. And, again, all of that information is on the

map.

We're also mapping our water quality and drinking water upgrades projects. You can see this is a WWSC project in Prince

Georges County.

We can also click on the weatherization data to see how many units each county is expected to—expects to weatherize. Prior to the Recovery and Reinvestment Act, we were weatherizing approximately 400 houses a year. With these important investment dollars, we've set a goal of 3,000 houses in 18 months.

The Web site allows citizens to track our progress, again, in Maryland county and State-wide; and, through StateStat, we are looking at the same data to ensure that we're meeting our goals and to hold relevant agencies accountable for changing course, if necessary

Only two more slides, Mr. Chairman.

StateStat also updates the map on a weekly basis to reflect the fast pace of the implementation of our transportation projects.

Let's click on transportation, Beth, if you will and zoom in.

For each county, we have a level of specificity available that allows any citizen to easily view things such as who has been awarded the contract for specific transportation projects; also, the bid and award date of these projects, the amount; also, the degree of minority business participation as part of this contract. As I mentioned, for every awarded contract, we're also tracking that minority business enterprise participation. Once the contract is awarded, we're able to show the level of minority business participation, and Congressman Cummings has been a national leader in these efforts, and we appreciate his leadership and partnership.

In conclusion, Mr. Chairman, these are just a few examples, but all of the information's available. Most of these programs are already in existence. We've made all of this available to see on our recovery Web site, broadly sharing information instead of hoarding it, providing for maximum degree of openness and maximum transparency, giving our public the tools that they need to monitor the

progress of their own government.

For those who are rightfully concerned about the integrity of these Recovery and Reinvestment Act dollars, we agree with the words of the great Louis Brandeis who said that sunlight is the best of disinfectants. And by measuring performance, by promoting openness and transparency, by using tools like mapping and the Internet, we believe that our efforts can go a long way in conjunction with other States toward guarding against waste, fraud, or abuse and, perhaps more importantly, strengthening the connection between citizens and their government and the results that all of us want to see from these progressive and reinvestment dellars. of us want to see from these recovery and reinvestment dollars, namely, an economy that's expanding, an American economy that's creating more opportunity and more jobs.

Thank you very much.
[The prepared statement of Governor O'Malley follows:]





MARTIN O'MALLE

Testimony of Governor Martin O'Malley
Third Stimulus Oversight Hearing to Examine Challenges Facing
States, Local Governments
July 8, 2009

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TTY USERS CALL VIA MD RELAY

Chairman Towns, Ranking Member Issa, and Members of the Committee, it is an honor to be before you today to talk about how Maryland is taking full advantage of the immense opportunities provided by the American Reinvestment and Recovery Act, or ARRA. Mr. Chairman, I am encouraged by the passage of your legislation, the Enhanced Oversight of State and Local Economic Recovery Act, which provides additional guidance from OMB on calculating and reporting job creation data, and allows states the flexibility of using Recovery dollars for administrative functions that are critical to our ability to maintain accountability. The task of expeditiously and responsibly using these funds to revitalize our economy, to keep our families supported in times of economic hardship, and to put people back in jobs has been—and will continue to be—one that is done not only by the states, but with the federal government and our local jurisdictions.

A large part of the issue, which has been brought up throughout the debate on the Recovery Act, is whether we are able to use this critical resource solely to do the work it's intended to do. The other part is whether we are able to implement the Act in a manner that avoids waste, fraud, and abuse — ensuring that every dollar is being used to improve our economy and to create jobs.

The strong emphasis on measurement, reporting, oversight and accountability, prevalent in the ARRA executive guidance and the GAO's evaluations is a critical component, not only of implementation of the ARRA, but of good governance generally. In our public life, we have to be extremely good at measuring inputs in order to serve our taxpayers in an effective manner. We typically refer to those inputs as the budget, and it is typically done on an annual basis, but we have often neglected to pay enough attention to outputs, to the product of government.

However, the Recovery Act has quickly changed that trend. In drafting this law, Congress did not simply want to give money out; it wanted to make sure that this country had the resources it needed to recuperate. President Obama and Congress wanted to make sure that we measured the outputs of the Recovery Act—not just dollars spent, but the jobs created. They had this goal in order to show the American people how this strategic investment impacts their states, their country, their cities, their neighborhoods, and even their neighbors' homes.

And in Maryland, we are doing just that. I want to share with you today how some of our efforts with performance-based governing strategies—specifically the use of "Stats"—have been applied to tracking the implementation of the Recovery Act and its critical outcomes.

I was first introduced to this model of governing about nine and a half years ago when I began my first term as Mayor of the then very troubled City of Baltimore. In Baltimore I was inheriting

decades of population loss, one of the highest violent crime rates, one of the highest addiction rates in the nation, underperforming schools, underperforming and unresponsive city services, littered streets and alleys, thousands of vacant buildings and worse yet, vacant hearts.

Through CitiStat, we began measuring and mapping every conceivable service, problem, and opportunity, and we adopted the NYPD's "ComStat" tenets so that we could act upon our findings. These tenets are: timely, accurate information shared by all, rapid deployment of resources, effective tactics and strategies, and relentless follow-up and assessment.

We made information on our progress available for all to see on our City's website. And together, with the citizens of Baltimore, we were able to make progress for all: making a city where some neighborhoods—once considered ungovernable—function again, reducing violent crime by 40%, more than quadrupling our City's Rainy Day Fund, and reversing four decades of seemingly insurmountable population loss.

Subsequently, in 2007, when we were given the keys to an even larger organization, namely the State government of the great people of Maryland, we took this model with us and created a program called StateStat. StateStat has allowed us to track and measure progress on a level that has never been achievable before throughout Maryland's history.

Every month, State agencies submit data on metrics they obtain for critical programs that support our key governance goals and objectives. We then take this data, analyze it, and meet with agency leadership on a bi-weekly or monthly basis to confront the policy-makers and measure the progress we are making together.

So when the Recovery Act was passed, we were already systematically looking at data and outputs closely, and agencies were already accustomed to analysis of their results on a regular basis by my team. This method gave us an already up-and-running and highly transparent reporting process that could benefit our efforts to track Recovery Act implementation and the impact it would have on our economy in terms of dollars expended and of jobs created and retained. We were poised for both detailed tracking and transparent reporting of the stimulus we were set to receive.

Through StateStat, we are working to track our recovery funds and respond fully to the federal reporting requirements. We are also using this innovative tool to track the outcomes of the recovery dollars spent in Maryland. This tool and related methods are beginning to take root in other states as well, and we feel that it is a model that can and should be replicated.

In StateStat, we regularly use GIS mapping technology to chart our path to better governance. With the Recovery Act, we have engaged the same technologies. We are using our GIS mapping technology to track ARRA funds from the moment they enter the State's coffers through the time they flow through agencies and down to local jurisdictions. Through our interactive website, we are giving those maps to the public, live, in real time. We do this because we want to share with everyone not just how much money we get, but where it goes and why it went there, right down

to the neighborhood where a street is being repayed or a house that is being weatherized. Most of all, we want the public to see the outcomes of our efforts.

I'd like to take the next few moments to show you, briefly, how we are maximizing the opportunities provided by the Recovery Act in Maryland and how we are using our StateStat process to track these resources and meet the reporting guidelines for transparency and accountability in a most expeditious way – in accordance with the intent of the legislation.

### Weatherization-Setting Goals and Meeting Them

The first effort I'd like to talk about is the tremendous boost to weatherization programs provided by ARRA. The increased funding to this program was by far the largest enhancement, and we will keep a critical eye on how these new dollars are invested. By way of our proximity to Washington and our program personnel readiness, we hope to make Maryland a true testing ground for the rest of the nation on ways to handle the influx of resources responsibly and to ensure that the neediest communities are served by the program. Before the Recovery Act, Maryland's weatherization program had a \$5 million dollar budget—now it's a \$65 million dollar program. And as you know, this program helps low-income households weather-proof their homes and make them more energy efficient - ultimately leading to lower utility bills. To meet the needs of the program, local weatherization agencies and their contractors will hire hundreds of people to go into houses and perform energy audits that will produce projects for contractors to complete in order to make homes more energy efficient. This process will reduce heating bills and reliance on energy assistance programs while continuing to grow our green sector job market.

To help adjust to this new level of funding, we are setting higher goals to help us rethink what we can do with this program. In the past, we were weatherizing about 400 units a year statewide. Now, we have a goal of weatherizing over 3,000 units in the next 18 months, and we know how many we want to weatherize in every part of our state - by jurisdiction and by month. So, we don't just care that we have a lot more money to weatherize houses, we are focused on setting real goals for houses and units weatherized so that we can, in turn, show people that we are making progress that will make the lives of Marylanders easier.

Furthermore, we are committed to a detailed tracking of the weatherization process. When we first started this effort, we met with Secretary Skinner and his staff at the Department of Housing and Community Development (DHCD), with the goal of making ours a model program for the nation, and we set the goals we wanted for every jurisdiction in Maryland. All of us, as a team, have committed to that goal. Since the dispersal of ARRA funds, Secretary Skinner and his staff from DHCD have continued to come in for their StateStat meetings, and they have sat down with my team - which includes me, by the way. The first thing we have done is to project the map and the data, and ask, "OK, have we met our goals?" If we didn't meet a goal—which the agency helped create—we have figured out the reasons: identifying barriers or perceived barriers to implementation, identifying possible solutions and problem-solving until we are all confident that this investment was paying off. And where we have met our goals, we have seen that we

were making progress in the right direction.

Not only will we see the homes weatherized, but we will see every contract dollar and all of the other information required for tracking on the federal level - the funding source, the contractor ID number, and the jobs created. This is how we plan to create a transparent reporting system, by tracking all of the money and all of our goals down to a very local level using the StateStat process, and then collecting the information and reporting it all back to the federal government — and to the public by way of our web resources.

### Transportation Projects—Showing Impact on the Community

Another area in which we have had success is transportation infrastructure. In Maryland, we had the first shovel in the ground using ARRA funds nationally. That project, a one-mile stretch of New Hampshire Avenue in Montgomery County, is not too far from here, only about 13 miles north, near Silver Spring. We were able to achieve this just days after ARRA was enacted because we were prepared to act. We knew what opportunities we had, and we took a "fix-it first" strategy to use those funds to start projects that we had on our list—projects that only needed the resources to initiate.

We are receiving \$610 million dollars for highway projects and another \$179 million for transit projects from the Recovery Act, and we are applying those dollars to roads and bridges that need repair and to make Maryland's roads safer. We also are using these resources in the expansion and revitalization of our mass transit system. In total, we hope to support over 17,000 jobs related to this transportation stimulus.

To track our progress, you can use our interactive Recovery map which details each project and provides contractor information and the percentage of the contract that went to minority and small businesses. In Maryland, we have committed to maintaining our aggressive statutory 25% goal in Minority Business Enterprise participation – by Maryland law, this continues to be the standard for every Recovery dollar spent as well, and we are applying our transparency and accountability principles to its implementation.

As a state, we were not insulated from the declining economy. The revenue resources we have historically relied on in Maryland were eroding before our eyes as the recession deepened for all Americans. So when this game-changing Act was signed, we were in a position to avoid budget cuts. The lion's share of the transportation projects that are now underway were critical safety and system preservation projects that were initially put on hold as a result of the economic downturn.

We knew what projects we had ready, and we put ourselves on the line. Within days, we announced our Phase I projects. In 20 days, we had them certified, rather than the 120 days permitted by the Act. As a result, we were able to get a project that would produce 70 jobs out in days and start filling the 17,000 jobs that ARRA transportation funding can create for Maryland.

### Using ARRA to Help our Budget--Medicaid Funds through FMAP

Another issue we have been working on is how to best use the Act's State Fiscal Stabilization funds to assist our state budget and continue to provide services to Maryland families.

When we took office, one of our goals was to use StateStat to cut down on unnecessary expenses, and indeed we were able to cut our overtime expenditures down and close facilities that were dangerous and costly. Because we started tracking outputs, we were able to identify programs that were not working and shift our resources to programs that did work. The inputs were already measured, but by tracking outputs, we were able to make sure for our Administration and for all Marylanders that our investments were strategic and that our efficiencies were not eroding the progress we have worked so hard to achieve.

For example, we had already increased Medicaid enrollment by about 60,000 individuals from the previous January alone. [January 2008—510,561, January 2009—571,580] How did we do this? We made a commitment when we took office to make healthcare more available; we set a goal, tracked our efforts to achieve it, and made sure that people were connected to the opportunity to apply for it.

But when we began our annual Legislative Session back in Annapolis, looking down the barrel of those hard budget decisions—uncertain about the ultimate impact of ARRA—we were forced to articulate a budget that proposed devastating cuts. These cuts were going to impact programs and services which were at the core of our missions. We had some very difficult choices to make.

We wanted to protect the number one education system in America and continue the progress we have made with healthcare. Furthermore, we were faced with the possibility of having to lay off 700 state employees or impact the quality of the comprehensive healthcare benefits that we are offering to Medicaid-eligible adults, children, and families.

Thankfully, the Recovery Act did pass, and we went to work using these resources to not just maintain our programmatic funding levels but to continue the investments we had already made. As of April 2009, we had 597,000 people enrolled in Medicaid, an additional 20,000 Marylanders insured between passage of ARRA and *today*, and we're working to get more people covered.

We are using the resources to provide an increase of about 13% for food stamp benefits, about \$80 a month for a family of four. Given that every dollar from the food stamp program gives us \$1.73 in economic activity, that increase alone could provide significant economic activity.

And we're going further. We have used ARRA funds to hire 100 contractual workers and to train them to process food stamp applications; some of those hired are recipients of welfare assistance. Our success was in processing all of our applications on time while getting people back to work.

With the recovery funds, we are not just temporarily protecting the families that have been hardest hit by the recession. Instead, we are using this opportunity to create lasting jobs for those families and to provide economic assistance at the same time. Our Department of Human Resources, which administers the food stamp program, will also be able to process applications within the federally mandated timeframe. Everyone wins here.

So when we received the recovery funds, we were already tracking the outputs, but now we show how the increased FMAP funds, the increased education funds, and the other critical elements of the Act not only helped stabilize our budget but produced real outcomes for the people of our state. You can also see this on our online Recovery Map with the allocation broken down by county and by program. We did all of this because early on, we made a commitment to track the outcomes of our programs, apply a real, rational effort to achieve our goals, and make them a reality. ARRA gave us an opportunity to share our ethic with our federal partners.

## Federal Reporting Requirements and Oversight

In closing, I would like to comment on how StateStat and Maryland's internal oversight will help our state as we start to prepare for our federal reporting requirements. These requirements are an unprecedented shift on the part of the federal government to require performance-based management strategies to the use of federal funds.

The OMB has just released guidance on how we must report. The good news is that, from preliminary guidance and work we have done in Maryland through StateStat and at our state agencies, we are in position to respond by September when we have to begin submitting the reports. We are not 100% there, and we still have some work to do with our state agencies to be sure we get it done right, but we have the key parts in place and intend to report timely.

In addition, we are trying to figure out how to track the jobs. While challenges exist, we have made substantial progress. In all of the contracts we have already put out that are funded by ARRA, we have tried to include placeholder language or amendments requiring the contractor to track job creation. The contractors are getting used to the idea that it will be a requirement, and we are working with them and with our agencies to make sure we produce complete job data.

Another issue that we have faced is how to track and display the dollars that go directly to local governments or are allocated by formula in the most comprehensive and expeditious way. We are reaching out to local jurisdictions and working with them in our reporting process. There is certainly more work to do, but with StateStat, we have the right foundation. As we continue to engage the local jurisdictions, they too begin to see the value of the process.

In Maryland, we have strived to instill a culture of responsibility and accountability in our administration and have been successful. StateStat has been tracking inputs and outputs on a regular basis, so we were ready to respond to federal investment opportunities like the Recovery Act. We were ready to develop our spreadsheets, fill them with data, populate our maps, and

report the data to the federal government and to the people of our state. It is due to this culture of accountability that we could implement sections of the Recovery Act, spend the dollars, produce good jobs, and track the process faster than anyone with off-the-shelf software and rational human effort – in a responsible and expedient manner. Maryland is proud to have developed a model of good governance and stands ready to share it with the Congress, the Administration, and other jurisdictions.

Chairman Towns. Thank you very much, Governor O'Malley.

I'd like to ask unanimous consent that Congressman Dent from Pennsylvania be allowed to sit and that Congressman Robert Brady of Pennsylvania be allowed to sit. They're not on the committee but be allowed to sit.

And I would like to yield at this time for Congressman Brady to

introduce the Governor of Pennsylvania, Governor Rendell.

Mr. Brady. Thank you, Mr. Chairman, and also thank the ranking member and the members of the committee for allowing me to participate. It's my honor to introduce to you my Governor, our Governor, from the State of Pennsylvania.

When we first passed the stimulus package and we heard it wasn't going through congressional districts, there was a little bit of concern out there with all of us. But when I heard it was going through the State, through our executive director or executive officeholder or Governor through the State of Pennsylvania, I was really relieved.

Because I've known the Governor for 8 years as a District Attorney, 8 years as our Mayor and now 6 years as our Governor. He's extremely fair. He's extremely knowledgeable. He's doing the right things with the money, putting them in the right places where it needs to be. He's venting them out transparently throughout the whole State. And I do appreciate it, and I do appreciate what he does. And we're—our funding and money that we do get into the State of Pennsylvania is going to the best use possible.

Also, and I do appreciate you letting me sit up here, because it may help him to take another little look at the First Congressional District in the State of Pennsylvania, to be a little more helpful

than he has, and I do appreciate his helpfulness.

Again, my honor and my pleasure to introduce to you our Gov-

ernor, Governor Rendell.

Chairman Towns. I think you're introducing and lobbying at the same time.

Governor.

# STATEMENT OF EDWARD G. RENDELL

Governor RENDELL. It's an honor to be here, Chairman Towns. Of course, Congressman Brady is, to me, my chairman. Because, as you all know, he's been chairman of the Philadelphia Democratic Party for a long time, most all of the time I've been an elected official; and he will always be Chairman Brady to me.

Let me begin by thanking you for the opportunity to come down here, and I know Governor O'Malley and I will welcome questions.

So I will try to be brief.

Let me also point out that the State of Pennsylvania, in this time of fiscal challenge to all of us, is much more fiscally conservative than the State of Maryland. I don't have a fancy power point to demonstrate to you what we're doing, but I do have attached to my testimony a one-page printout of what our Web site looks like.

This is a contract for a road resurfacing which shows you exactly what the citizen can find out about it, and the citizen can find out just about everything: start date, projected completion date, how many jobs it's creating, who are the major contractors that got the awards, and how much money each contractor is getting, what the

goal of the project is in terms of road resurfacing or bridge rehabilitation. And we're committed; and I'll talk very briefly in a minute about our oversight, our transparency, and our fiscal responsibility.

But I do want to say one thing. Because I had a chance to listen on TV to the prior panel. I want to say one thing about the stimulus. And I had a chance—the Congressman and I had a chance to discuss a little bit about this idea that the stimulus isn't moving as fast as it could.

Governors—and Governor O'Malley and Governor Patrick will remember that—we met with President-elect Obama in Philadelphia in very early December. And the purpose of our meeting was to ask the President for help in three ways: one, to help our citizens who are in need and struggling with the stimulus; two, to help States that were just—because of the down—the downturn in revenue were up against it; and, three, to create jobs through infrastructure.

The stimulus program I think took great steps to achieve all three goals. Pennsylvania gets \$9.9 billion of stimulus money through formulas for Medicaid, for transportation and infrastructure, for energy, for education, 9.9. Our citizens get about \$8 billion directly from the stimulus, and our citizens—3.7 million Pennsylvanians are enjoying the tax cut that has already appeared in their paycheck.

Almost a million Pennsylvanians are enjoying the additional money in the SNAP program in food—what used to be referred to as food stamps. Over a hundred thousand Pennsylvanians are getting extended and increased workmen's unemployment compensation benefits.

So the point of giving direct aid to the citizens, that sometimes is overlooked when we talk about stimulus. It's not what's written up. It's not a question of oversight, because that money goes directly to citizens. But Pennsylvania citizens are infinitely better off because of the stimulus, and a lot of that money, like the \$32 increase in food stamps a month, that has pumped a significant amount of money into the economy. And food stamps get spent. They get spent immediately, and they get spent at usually corner grocery stores, and it goes all the way through the distribution chain, that type of spending.

So, No. 1, I think the stimulus has achieved its goal early on in helping individual citizens. I'm sure the same thing is true in Maryland and Massachusetts.

No. 2, providing essential aid to the States. Thirty of our States have raised taxes this year. Almost all of our States have made significant cuts in services. The increase in taxes, the cuts in services would be infinitely greater were it not for the aid that the stimulus program has given to the States. Without the money that we receive in this coming fiscal year—we'll receive close to \$2 billion in stimulus aid that helps us defray costs in our budget. Without that, there would be thousands of additional layoffs, not just of State workers, State police, caseworkers in our system, but teachers, local law enforcement officers, municipal and county workers and employees. All across the State we would have seen thousands upon thousands of additional layoffs.

And when you do this computation—and I know it's very, very difficult to put your finger on it, how many jobs in stimulus retained or how many jobs created—well, I can tell you because of the direct aid to States it helped retain an awful high number of government jobs, and that not only helps job retention but it helps keep those people out there serving the people in need at a time when obviously need is increased because of the economic recession.

The third goal of the stimulus was to jump-start ready-to-go projects, and I think most of us have done it right. Most of us took the transportation money, working with our regional planning organizations, and did fix it first. Why did we do fix it first? Because if you're fixing a bridge, you don't have to do an environmental assessment. You don't have to do an environmental impact statement. You've got the right of way acquired, and you can get to work on that bridge in less than 4 months and, in Maryland's case, even faster. So we did fix it first, and we're spending the money.

Pennsylvania originally had 242 projects—by the way, the good news is, because construction costs are lower than anticipated, 17 percent lower in Pennsylvania, we've been able to add more projects to the ARRA list, but we have—work has begun on 131 of our 242 bridge and road projects in less than 4 months. We had an expedited bidding system. We gave contractors 60-day limit

when they could begin work, and things are happening.

I told a story. I was in Beaver County, a distressed county north of Pittsburgh, and we were embarking on an \$11 million project to repair a bridge that went from the city of Beaver into the city of Rochester, 38 workers and 5 vendors. The contractor and four vendors, all Pennsylvania companies—steel, asphalt, timber, concrete—all Pennsylvania companies, all of whom bring back people

into their factories as they get new contracts.

If you look at the job loss in Pennsylvania—and we're a little bit better than most States. Our unemployment rate is a point and a quarter below the national average. But if you look at the job loss in Pennsylvania, the two big sectors, construction and manufacturing. What infrastructure stimulus does? Construction and manufacturing. It's working. And the good news is it's only going to get better. Most of our projects are going to roll out and kick into high gear the rest of July, August, September, October, November. You're going to see a huge impact.

So I think the stimulus is going to work. I think any judgment on it is premature, and I think we should all—not make this a partisan issue. We should all take a deep breath and let's see how it

works.

I personally think we should have more infrastructure. So I would like to see a second stimulus devoted solely to infrastructure. It's the one that produces jobs and produces orders for factories, American factories.

But I also agree that let's see how this rolls out. Let's see how this rolls out before making a decision on anything else. But I think it is going to be successful, and I think it is working, and I urge everyone to be patient.

Last, controls. We're much like Governor O'Malley, and Governor O'Malley has done a fine job in controls. Our transparency is just

that. We even take input before we issue RFPs like on weatherization, for example. Pennsylvania spends \$30 million a year on weatherization. Most of that is Federal. We're now in receipt of

\$253 million of weatherization funds, 30,000 homes.

We don't have—initially, we didn't have a clue how to ramp up because most of the \$30 million is done through nonprofits. So we went online and got suggestions from people and providers and the nonprofit community themselves, and we had discourse online. It's really exciting to see the discourse.

We have oversight. We hired a CEO, a retired CEO of a company, a real tough former West Pointer. He is our accountability

officer; and he has wide, sweeping powers.

We put together an oversight committee, as Congressman Brady knows. The two senators were allowed to put one person on the committee. The Republican House Caucus put one person on the committee. The Democratic House Caucus put one person on the committee. Same thing with four caucuses in Harrisburg. So we have eight Members that came from Republican and Democratic Members of various legislatures. Then we have the head of the Chamber of Commerce, the head of United Way, and the head of the AFL—CIO; and that's our 11-member oversight panel.

In terms of fiscal controls, Pennsylvania every year, State and Federal and other fund money, we spend about \$61 billion; and we're fortunate that we have all sorts of controls, pre-audits, post audits by the Auditor General. We have comptrollers in every de-

partment. We've got a very, very good, sound system.

But we didn't rely on just our system and just the Federal controls. We worked with the GAO, and the GAO has been tough. I don't know if Governor O'Malley would agree with that, but the GAO holds us to a very tough standard. They wanted us to do risk assessment. We have 90 different stimulus projects. We did a risk assessment with the GAO and came up with 15 of the ones with the highest risk, including, for example, the weatherization project; and GAO in its report says Pennsylvania has taken steps to track recovery funds and assess risks.

So we've gotten high marks. We're going to continue to get high

marks because it's important to us.

The Congress and the administration took a leap of faith with stimulus. And we know, as Governors, that a lot of the implementation is on our hands; and, ladies and gentlemen of the Congress, we don't intend to let you down.

[The prepared statement of Governor Rendell follows:]

# Testimony of Governor Edward G. Rendell on "Tracking the Money: Preventing Waste, Fraud, and Abuse of Recovery Act Funding" House Committee on Oversight and Government Reform July 8, 2009

Chairman Towns, Ranking Member Issa, and Members of the Committee, thank you for the opportunity to testify before you today on Pennsylvania's use of American Recovery & Reinvestment Act funding. I am particularly grateful for your role in providing the American people with this necessary stimulus package and for your dedication to overseeing its successful implementation.

Pennsylvanians will receive approximately \$16 billion from the Recovery Act. This includes billions of dollars in direct relief for Pennsylvania taxpayers – including over \$1.7 billion this year alone from tax relief to individuals and over \$750 million in additional food stamps in the next two years – as well as approximately \$9.9 billion in formula-driven funding for health care, education, infrastructure, job training, energy independence, housing and other aid. As Pennsylvania's Governor, I am deeply committed to the effective deployment of these crucial resources, and from Day 1 have put in place systems to ensure transparency, integrity and accountability of all Recovery funds.

Before I describe the structure and strategies we have implemented to prevent waste, fraud and abuse, let me provide you with some highlights on how we are already putting stimulus funding to work creating jobs and strengthening Pennsylvania communities:

Transportation Funding: In March, we announced the list of \$1 billion in highway and bridge infrastructure projects that were selected by local officials to receive stimulus funds, and the federal government has already obligated \$720 million for these projects including \$315 million in Economically Distressed Areas. Bids are coming in an average of 15% lower than we expected, and I am particularly pleased that to date we have awarded 162 Recovery contracts worth more than \$369 million, out of a planned 242 total contracts, and started work on 131 projects totaling about \$300 million. I anticipate that all of our original stimulus-funded transportation projects will have bids opened by Labor Day and by that date work will have begun on an estimated 70%. Every billion dollars of transportation investment is estimated to create 30,000 direct and indirect jobs. so it is particularly important to inject these resources into the economy as quickly as possible. I also want to emphasize that federal stimulus funds are supplementing, not supplanting, our previously planned state spending; the combined investment totals close to \$3 billion - by far the most highway and bridge work ever produced in a single year in Pennsylvania. In fact, just this year, Pennsylvania has begun work on 540 out of 5,900 structurally deficient bridges - 470 of these are from our own bridge program and 70 are funded from the federal stimulus.

As one Western Pennsylvania contractor told his local newspaper: "The stimulus money is starting to flow, and it has meant a great deal to the contracting industry. It also means a lot to the general public because of the crisis that we currently have with all of our

infrastructure, particularly transportation infrastructure – the roads and the bridges... It is allowing contractors to put people to work that I don't know would otherwise be working if it wasn't for the stimulus money."

In addition, Pennsylvania is focused on doing it right – not just fast. That means following a "fix it first" policy, which avoids sprawl and also has the most immediate job creation impact. A recent report by Smart Growth America found that Pennsylvania's commitment to upgrading existing highways with stimulus funds – as opposed to building new ones – ranks 14<sup>th</sup> best among all the states.

- Water and Sewer Infrastructure Upgrades: Recovery funding is making it possible to upgrade water systems across the Commonwealth, which is particularly important as a recent study found that Pennsylvania's drinking and wastewater systems face \$36.5 billion in capital repairs and upgrades over the next 20 years. We announced \$114 million in Recovery funding to upgrade water systems in 26 counties in April, and next week more than half of that work is scheduled to begin with the balance starting on October 1. The final \$106 million in water and wastewater stimulus funding will be awarded to projects before the end of this month.
- Energy Independence: The Recovery Act's energy-related investments are especially powerful because of their dual impact: creating jobs and spurring innovation in the emerging alternative energy sector, while reducing our nation's demand for non-renewable energy and foreign oil. Pennsylvania submitted its State Energy Plan to the federal government on May 12, and the first 10% of our allocation has been released to the state and is already allocated to nine cutting-edge alternative energy projects.

We are also hard at work ratcheting up local capacity in order to maximize the \$253 million in Weatherization funding that Pennsylvania will receive – enough to weatherize over 25,000 homes. This allocation represents a six-fold increase in the Weatherization resources that Pennsylvania typically draws down, and we are taking advantage of this opportunity to revamp our entire Weatherization program so that it is performance-based on energy savings and better targeted to low-income, high-energy use eligible households.

Here's how one Weatherization leader from Lycoming County described the impact: "In my opinion, this really is a good way to make these stimulus dollars work. There will be job creation, subcontracting and materials purchase. The beauty of it, too, is that we will be helping a lot of people reduce their energy costs."

The successful implementation of these and other Recovery programs demands vigilance from all levels of government on behalf of the taxpayers we serve.

# Strong Oversight and Accountability

Preventing waste, fraud and abuse starts with an effective structure for oversight and accountability. Pennsylvania's oversight structure consists of the following key elements:

- Chief Implementation Officer: General Services Secretary James Creedon is serving as
  the Chief Implementation Officer for the Recovery Act in Pennsylvania. Secretary
  Creedon has extensive experience in infrastructure and in the contracting process, and he
  is responsible for overseeing the implementation efforts of all state agencies and of
  eliminating any bureaucratic hurdles to efficient deployment of stimulus resources.
- Chief Accountability Officer: To spearhead our accountability efforts, we recruited the
  esteemed business leader Ronald Naples, who most recently ran the Quaker Chemical
  Corporation. Mr. Naples works across state agencies to ensure that appropriate
  programmatic, selection criteria, outcome measures and financial structures are in place,
  and to lead our efforts to report to the federal government and the public on our use of
  Recovery funds.
- Stimulus Oversight Commission: Mr. Naples also serves as the Chairperson of the nonpartisan Stimulus Oversight Commission that I established to provide Congressional,
  state legislative, private sector, labor and non-profit leaders with a prominent role in
  furthering our efforts to effectively implement the Recovery Act. The Commission
  includes 11 members in addition to Chairman Naples and Secretary Creedon: one from
  each legislative caucus in our state General Assembly; one appointed by each United
  States Senator; one appointed by each caucus of our United States House of
  Representatives delegation; and three at-large representatives from the AFL-CIO, the
  United Way of Pennsylvania and the Pennsylvania Chamber of Business & Industry. The
  Commission meets regularly to monitor our progress and provide input on
  implementation strategies. Its meetings are publicly advertised and open to the press and
  public, and videos of the Commission meetings as well as transcripts and all briefings
  materials are posted on our public Recovery Web site.
- Management Committee: The operational side of Pennsylvania's stimulus
  implementation is furthered through a Management Committee of 8 Cabinet and Deputy
  Secretary-level staff who meet weekly to discuss implementation, financial oversight,
  accountability and federal reporting. This group also regularly updates legislative staff
  and legislative standing committees with oversight over impacted program areas.

These formal structures are supplemented by additional work groups that cross all involved agencies in order to align information technology, financial control and audit, federal reporting, grant processes and other Recovery Act functions.

# **Promoting Transparency and Public Engagement**

It is essential that Americans have confidence in our administration of the stimulus, and transparency is a prerequisite to achieving that goal and to ensuring that these resources are appropriately invested in the public interest.

We intend to use federal reporting requirements as a starting point to make regular public reports to the Commonwealth that include information on the status of our expenditures and –

even more importantly – how Recovery funds are impacting Pennsylvanians. Job creation and retention are certainly the most important measures, but we also have a responsibility to illustrate how stimulus resources are furthering the President and Congress's goals of moving towards energy independence, improving education and modernizing health care. And in addition to meeting our federal reporting requirements, I have tasked the Chief Accountability Officer with developing additional performance measures that can provide meaningful information to our citizens, which we plan to make easily accessible in simple and direct terms.

Our first order of business following passage of the Recovery Act was to establish a dedicated website – www.Recovery.PA.gov – to provide our citizens with up-to-date information on all stimulus spending decisions and a way to track every stimulus dollar. In fact, our Web site was highlighted as a case study in a recent edition of *Federal Computer Week* magazine.

Through the Recovery Web site, taxpayers can see how much funding we are receiving and for what purpose, how those funds are being used, and what the impact is for the state as a whole and for their own town or county. Visitors are also able to see how they can provide public input into each of the major grant streams, as well as to report waste, fraud and abuse.

Since it is the furthest along, transportation funding is the best example of our commitment to transparency. As you can see in the attachment to my testimony, our Web site provides the status of each project, the number of jobs that will be created, estimated start and completion dates, the cost, the contractors who were selected through the bidding process, and even a map of the location and before-and-after photographs.

Another important strategy for promoting transparency, public involvement and proper use of funds is to engage stakeholders through formula structures – such as Pennsylvania's municipal planning organizations (MPOs) and rural planning organizations (RPOs) – as well as informal means, like posting draft guidelines on the Web site and seeking public comment.

As we speak, our plan to put energy funds to use is up for public comment before we issue a planned Request for Proposals – just as we did with Weatherization funding and school cafeteria equipment grants. We also posted draft versions of our \$1.9 billion State Fiscal Stabilization Fund application before formally submitting it to the U.S. Department of Education on June 26.

# **Ensuring Financial Integrity**

Pennsylvania's existing financial control and auditing systems manage the \$61.5 billion in state, federal and special funds that make up the Commonwealth's total budget. These strong and well-tested internal controls are being applied to provide the necessary preventive oversight for avoiding waste, fraud and abuse with regard to Recovery funds. In addition, we have supplemented our existing systems to meet new requirements under the stimulus – particularly with regard to reporting requirements and managing the roles of sub-grantees.

Our financial controls accomplish all of the safeguards that we would expect of a large government entity, including:

- · Specific accounting codes that track stimulus funds;
- Central control of the accounting system accompanied by segregation of duties at all levels and in all agencies;
- Competitive bidding, reporting requirements and site visits to ensure funds are spent appropriately;
- Pre-audit functions that make certain the necessary documentation is in place before payments are initiated, and separate checks before payments are subsequently processed;
- A state Inspector General who investigates reports of waste, fraud and abuse; and
- Independent auditing by a public accounting firm.

Pennsylvania's current programmatic strategies to prevent and detect waste, fraud and abuse prepare us to appropriately administer Recovery funds, as evidenced by two of our largest stimulus funding streams: the increase in the Federal Medical Assistance Percentage (FMAP) and the transportation funding described earlier.

Our Medical Assistance claims management system, called "PROMISe," currently verifies, calculates and creates payment requests for more than \$16 billion a year. We check extensive citizenship, financial and criminal applicant information for everyone who applies for Medical Assistance in order to combat fraud, and the PROMISe system then uses its built-in controls to verify eligibility and health care benefits before allowing any payment. Additional data mining flags potential fraud in order to avoid abuse.

With regard to transportation funding, Pennsylvania is using the same well-established contract award process for stimulus funding as we do for all other funds. Our process requires that contractors pre-qualify based on successful review of their audited financial statement, organization and experience statement, and affirmative action statement. Only after a contractor pre-qualifies can the firm bid on contracts. Bidding opportunities are publicly advertised online, and prospective contractors have the opportunity to electronically submit their bids. Our Department of Transportation then reviews the bids and makes an award to the lowest responsible bidder. Once a project begins, inspectors review construction throughout the building process, and contractors cannot submit a request for payment until each phase is inspected. Actual payment requires multiple checks for supporting documentation and compliance with contract conditions. This process ensures accuracy, transparency and quality.

Implementation of a number of stimulus programs will require extensive use of subgrantees, and Pennsylvania is strengthening its financial requirements to match its new expectations for these entities. For example, the vast expansion of the Weatherization program will stretch the capacity of existing community agencies. As part of our allocation process for Weatherization funds, Pennsylvania is implementing new specifications for the separation of financial and programmatic functions at each agency and the first-ever mandatory filing of financial disclosure and conflict of interest statements by agency board members. In education, we are seeking the assistance of an independent auditing firm or entity with similar financial experience to perform pre-expenditure reviews of school districts' investment plans. This technical review will ensure that taxpayers are getting the most for their money, while simultaneously streamlining financial reporting for school districts.

Pennsylvania has also conducted a detailed risk assessment of our major stimulus-funded programs to determine where we need to focus the most attention to avoid abuse. Our review used criteria provided by the Office of Management and Budget, as well as our own Budget Office. It examined 90 stimulus-funded programs, and based on agency interviews, previous audit results and our experience within some of these programs, identified 15 programs that will receive a high level of oversight as Recovery funds are deployed.

Our approach to these 15 programs will be based on each one's unique characteristics and needs. For example, in programs like highway funding and water infrastructure where our Budget Office already conducts audits, we will simply add additional audit procedures to test the Davis-Bacon and the Buy America requirements of the stimulus. For newer programs that have not been audited before, we will conduct audits in accordance with OMB guidelines and, for those where prior audits have indicated challenges that have been corrected in the past, we will focus our auditing on the areas where problems previously occurred to be sure that our programs are stronger.

Our Budget Office will also assist agencies with self-assessments on these targeted programs to help managers identify where potential risks can occur as well as ways to protect against fraud, waste and abuse. In addition, we have completed a gap analysis on our project management systems, particularly as it relates to sub-grantees, and have begun to implement improvements as necessary.

As the GAO report being released today states: "Pennsylvania has taken steps to track Recovery Act funds and assess risks." These processes are working, and I am committed to ensuring the integrity of Recovery funds on behalf of the Commonwealth's taxpayers.

## National Governors Association Recommendations

It is a privilege to be here this morning with Governors Patrick and O'Malley and to learn from their experiences in implementing the Recovery Act. I also have the honor of leading the National Governors Association, and I would like to share with you what I am hearing from some of our colleagues across the nation.

In addition to our gratitude to the President and Congress for enacting this legislation, we are pleased that the Administration, individual agencies and OMB have provided a substantial amount of guidance and cooperation, and that funds are flowing to the states. We have a deep respect for the oversight responsibilities of both Congress and the Administration.

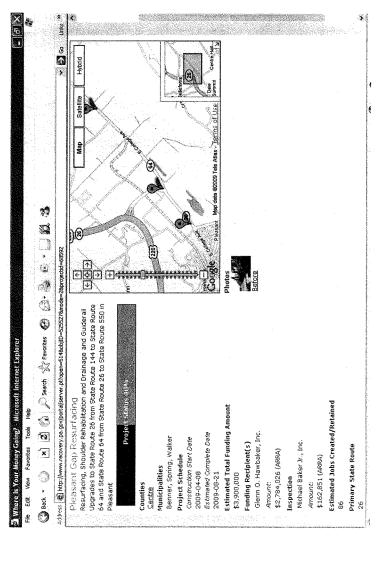
As we move forward together to ensure the successful implementation of the stimulus package, the National Governors Association has compiled a few recommendations, which the organization is releasing this morning to coincide with this hearing:

 Coordinate and streamline reporting requirements and oversight: Congress and the Administration should share information and develop common definitions to the greatest extent possible to make state reporting easier and more usable. National and regional oversight activities also should be coordinated to avoid duplication and minimize the impact on limited state resources.

- Provide resources for accountability and transparency: OMB efforts to allow states to use up to 0.5 percent of Recovery funds for administration are helpful, but in the experience of some Governors it is not sufficient to adequately support state oversight and accountability efforts.
- Allow time for planning: The Recovery Act's objective of spending money quickly must be tempered with the objective of spending taxpayer dollars wisely. Congress and the Administration should provide states flexibility to organize and plan after federal rules are finalized to ensure proper handling and priority-setting at the state level. States especially need time to plan and execute for *long-term growth* in health IT, broadband, high speed rail, R&D, and alternative energy and smart grid. The focus of these five programs is different from short-run stimulus programs and thus effective and efficient planning, as opposed to accelerating spending, should be the priority.
- Communicate with and through Governor's Offices: The Recovery Act provides states and Governors with central responsibility for using and administering federal recovery funds. Federal officials should ensure that the Governor's Office is kept informed of the federal spending and activities that occur in a state. Governors must also have access to all reporting information on both a transactional and aggregate basis to ensure accurate, consistent and quality reporting of expenditure and job creation data.

Thank you again for the opportunity to appear before you today. Our shared commitment to preventing waste, fraud and abuse will provide public confidence in these vital Recovery funds and – most importantly – maximize the use of every stimulus dollar in growing our economy and advancing our long-term economic priorities.

# Pennsylvania is Committed to Transparency and Taxpayer Accountability Sample of Transportation Infrastructure Information Available on All Projects



Chairman Towns. Thank you very much, Governor.

I yield 5 minutes to the gentleman from Massachusetts, Mr. Tierney.

Mr. TIERNEY. Thank you, Mr. Chairman.

Governors, thank you for your testimony on that.

A couple of questions. One is with the weatherization. A lot of that money is yet to be implemented. I think, Governor Rendell, you mentioned that the infrastructure is a bit of an issue. Could each of you tell us what you're doing to make sure that we have that infrastructure ramped up? I know we have money in the Green Jobs Act which could train people for that, as well as other resources. And then what structures you're going to use to actually get it done and when do you think in your respective States that money will start to show an impact in terms of hiring people and getting the work done.

Governor Rendell, if I can ask you to start.

Governor RENDELL. Sure. As I said, it's one of our biggest challenges because our infrastructure spends \$30 million a year. All of a sudden, we have \$253 million to spend in 18 months. Our infrastructure on the \$30 million is that we go through nonprofit organizations in different regions and they pick the contractors. We're not certain—I mean, we are actually fairly certain that the current infrastructure cannot deal with \$253 million. So we're in the process of—as I said, we've taken input from these groups. We're in the process of trying to build an infrastructure that can do this, and it may mean getting some private firms involved in doing the weatherization.

So we've been talking to a lot of the ESCOs, the companies that do energy controls on buildings and whatever; and we have ESCOs working on every public building in the Commonwealth. We're looking at the ESCOs and seeing if we can talk them into whether it's financially remunerative enough for them to do some of the work. We've hired two people with experience in this to help us flesh out our weatherization program. But it is a difficult program.

But I just want to give you a quote. In my testimony, I quoted a weatherization leader from Lycoming County, nonprofit, who says: In my opinion, this really is a good way to make stimulus dollars work. There will be job creation, subcontracting, and materials purchase. The beauty of it, too, is that we will be helping a lot of people reduce their energy costs.

So I think the weatherization program is a great program. Once we can gear it up, I think you will see a tremendous amount of job creation and, again, tremendous amount of subcontracting and material purchase.

Mr. Tierney. I agree with your last point wholly. That's why I asked the question.

Governor O'Malley.

Governor O'Malley. We commenced work on our first weatherization project approximately 2 weeks ago in a home of a very nice family in Montgomery County, and what we have found is that the capacity for accommodating weatherization work was better in some counties than in other counties, and so we're—we've created partnerships much like the ones Governor Rendell talked about. We found that our community colleges are also tremendous sources

for us in terms of providing the training, and the companies themselves are helpful in that as well.

It has been a bit of a ramp-up. Some of our counties are partnering with neighboring counties in order to get them up to steam, but we've already begun that work, and we anticipate that we're going to be able to fill the demand and get it in done in a timely fashion.

Governor RENDELL. To add to what Governor O'Malley said, it's a great program for taking displaced workers, cabinetmakers whose factory closed because they made cabinets for homes—for new homes, taking them and giving them not jobs that necessarily are going to pay at the income level they were getting before but jobs that will get them an income flow again.

And we're spending—the stimulus gave us almost \$700,000 to do job—excuse me, \$700 million to do retraining, and we have a lot of retraining programs through the Department of Labor for the weatherization program because 30,000 homes you can imagine in 18 months, it's very labor intensive.

Mr. TIERNEY. Thank you. I know a lot of Members here are having some discussion about whether the jobs are being created fast enough, but I note that our minority leader, John Boehner, was quoted on June 15th as saying he's pleased that the Federal officials stepped in in order for Ohio to use all of its construction dollars for shovel-ready projects that will create much-needed jobs. And I think that's what most people expected. This will happen on that.

Do you agree with Mr. Boehner, that once we get this money out of the Federal agencies and to the States that, in fact, we should see some jobs created in both your States?

Governor Rendell. At every level. I mean, the transportation money—again, Maryland was ahead of a lot of us, but you're going to see in Pennsylvania, July, August, September, October, November, tremendous amount of construction work, I mean a tremendous amount of construction work.

Mr. Tierney. Do you agree, Governor O'Malley?

Governor O'MALLEY. Congressman, I do. We anticipate some 17,000 jobs being created in the course of the life of the stimulus on transportation. I support it because of these transportation dollars, not to mention the water and the wastewater projects. I mean, we'll have a ramp-up trajectory.

Mr. TIERNEY. Is there any doubt in either of your minds that the money from the Recovery and Reinvestment Act given to States so far has at least stopped or enabled you not to lay off additional people? I know it's been tough on everybody's State and some people have been laid off, but what would be the situation in your State in terms of your losing your job and things not happening, services for citizens if the Federal moneys had not been out there?

Governor O'MALLEY. I can tell you that there were 700 jobs that were about to be eliminated within our State government on the eve of the passage of the Recovery and Reinvestment Act. So that's 700 right off the top. But the ripple effect of that, the cascading effect of that, if we had to close \$2 billion, \$3 billion holes in our budget in the current year, that would have affected all of our schoolteachers. That would have been teachers being laid off. That

would have been other layoffs at the local level as well. We would have exacerbated what is already a very daunting and challenging problem. So there is not a doubt in my mind that these dollars have actually been very, very effective in keeping this unemploy-

ment rate from being worse than it otherwise would be.

Governor RENDELL. I agree, and I related that in my earlier testimony. But I also think it is creating new jobs. The 38 jobs on that bridge in Beaver County that I talked about, every one of them were building trades, men and women, who hadn't worked in 6 months, hadn't worked in 6 months. The vendors told me that they were bringing back people that they had previously laid off. We had a big ceremony. So we're actually—in addition to retaining, we're creating new jobs.

And I also want to say that I think most States—and I know Maryland's doing this—we're not using this stimulus money as supplanting money we've been spending before. For example—and Congressman Brady knows this—Pennsylvania is engaged in its own accelerated bridge program. I got the legislature to commit an

additional \$350 million last fiscal year to do bridge work.
All told, Pennsylvania there is \$1 billion of road resurfacing and bridge in AARA. All told, Pennsylvania is spending \$3 billion on

So we are trying to add to the stimulus program with our own

stimulus, and I think that's true in a lot of States.

Chairman Towns. I now yield 5 minutes to Mr. Chaffetz of Utah. Mr. Chaffetz. Thank you both for being here. I appreciate your service and your commitment to our country and your States. I appreciate the opportunity to ask you a few questions.

Governor Rendell, how many jobs have been created in Pennsyl-

vania with the stimulus?

Governor RENDELL. Well, so far, the \$17 billion that's come into Pennsylvania, about \$1 billion has been spent. Now, when I told you that 131 of our 242 projects are underway, we pay as you go. We reimburse for work done by the contractor. So that number is going to ramp up very, very fast.

I would say on creation of jobs, there are probably a couple of thousand at this point; on retention of jobs, probably 5,000 to

Mr. Chaffetz. One of the things we struggle with is everybody estimating and guessing. The real number we look at is the unemployment rate, and it's skyrocketed.

Governor RENDELL. For us, though, our unemployment rate is about a point and a quarter below the national average. Still horrible. Horrific. But a point and a quarter below the national average. I think the stimulus has helped us to some degree. And again, the State stimulus adding to the Federal stimulus I think has been very effective for us. Whereas we are just starting work on the bridges and roads with the Federal stimulus, our accelerated bridge program, we had targeted 470 bridges, and we are working on 420 now. So that is having an effect. I know each of us want definitiveness.

Mr. Chaffetz. When you say \$1 billion, and you talk about 2,000 jobs, and yet we hear through the testimony from the Office of Management and Budget that one of the important things you can

do is get money back into people's pockets. We are going to create—70 percent of the jobs created in this country are created from small businesses. And when I hear Governor O'Malley talk about 700 jobs, those are 700 government jobs.

Governor RENDELL. But first and foremost, the retention of jobs

initially—.

Mr. Chaffetz. Pardon me, Governor, my time is so short. I know

I'm interrupting.

Your numbers directly coincide from what we heard from the Office of Management and Budget. The Federal Government has spent some \$75 billion and can only point to 150,000 jobs.

Governor RENDELL. I think I can explain that, though, Congressman. A lot of that billion dollars has gone to individuals. It's gone to the worker who has lost his job and is getting unemployment comp, he—

Mr. Chaffetz. But that's not creating jobs.

Governor RENDELL. I understand. But what I'm saying is, remember, the stimulus had a number of different goals, and I hope——

Mr. Chaffetz. My understanding it was jobs, jobs, jobs.

Governor RENDELL. It was, but it was also relief for people in need. So when you consider giving an unemployed worker a longer period of unemployment compensation and a higher stipend, that's not going to create a job. Maybe he will have more money to spend. But do you think that was an appropriate thing to do under stimulus?

Mr. Chaffetz. When you go out and you spend hundreds of billions of dollars, there are going to be jobs created and there is going to be relief given to the people. I understand that.

I think what I disagree with is the notion that where government is creating jobs, they're creating government jobs. Let's empower people.

Governor, I will give you a chance to answer.

We heard in earlier testimony that 28 States have raised taxes, which you say deepens the impact of the downturn. And is that your perspective as well? If you raise taxes within the State, would that, quote, deepen the taxes?

Governor RENDELL. It depends on the scope of the increase, No. 1. But No. 2, without the stimulus, those 28 States would have had to raise taxes infinitely greater. I mean, you've got to understand that. Right now, this year that concluded——

Mr. Chaffetz. I guess the question is, who should pay for it?

I want to give Governor O'Malley a chance here, too. But that's what is offensive, I think, to a lot of people is that people will have to end up paying the tab for—States like Utah, we balance our budget. We don't have—we had a \$400-plus million rainy day fund. We didn't have to tap into that.

Governor RENDELL. I would submit to you, if you look at the demographic of Utah, it's totally different than the demographic of Pennsylvania and Maryland when it comes to people living below the poverty line, the number of disabled people, the number of specialized students. You can't compare apples to oranges.

But the one thing that I wanted to say is look, I think the stimulus bill was misnamed. Part of it was stimulus, part of it was job creation, but a lot of it was relief. It was—

Mr. Chaffetz. Part of the semantics that we are struggling with

is what the jobs are.

Governor RENDELL. That's why I would like to see—and again, my guess is you are not in favor of an additional stimulus, but if you do it just do infrastructure, I guarantee you—

Mr. Chaffetz. 3.5 percent of the stimulus was infrastructure, as I understand it, roads and bridges. That's a scam. Wow, you know?

Come on.

Governor RENDELL. Infrastructure, because I can bring you to every infrastructure project we've got going and you will see people working who weren't working before. You will see Pennsylvania factories getting orders that didn't have orders before, and that's what it's all about.

Governor O'MALLEY. And they work for private companies.

Governor RENDELL. And they work for private companies. They don't work for us.

Chairman Towns. The gentleman's time has long expired.

Mr. ISSA. When the Governor was saying "jobs, jobs, jobs, give us public works jobs, road jobs," it was just too good to cutoff, wasn't it?

Chairman Towns. But I think that the gentleman needs to understand, though, that when you look at the whole situation in terms of job creation, you cannot look past retention. I think about the 14,000 teaching jobs that were saved in New York City as a result of the stimulus package; which means that affects our educational system, because if they had been laid off, then the classrooms, in terms of the amount of students there, would have been much larger, the learning process would have slowed down and all of these kinds of things.

Anyway. Let me yield to the gentleman from Virginia by way of Massachusetts.

Mr. Connolly. I thank the chairman and I would ask, without objection, that my opening statement be entered into the record.

Chairman Towns. Without objection.

[The prepared statement of Hon. Gerald E. Connolly follows:]

Opening Statement of Congressman Gerald E. Connolly

Committee on Oversight and Government Reform

"Tracking the Money: Preventing Waste, Fraud, and Abuse of Recovery Act Funding"

Wednesday, July 8th, 2009

Thank you, Chairman Towns for convening this important hearing. First, I want to reiterate how important the American Recovery and Reinvestment Act has been in economic stabilization. This bill has already invested more than \$66 million in highway and bridge construction and maintenance in Fairfax County and Prince William County. If we hadn't made this investment, this money would have represented lost incomes of laid off state, local, and private transportation workers. Lost income and lay-offs would have caused these workers to contract their spending further, creating a ripple effect across the economy. This investment also is important because transportation infrastructure is essential to Northern Virginia's growth in the short and long term. Deferred investment represents lost economic opportunity. There are stories like this from across the nation, and they stand out as successes of the Recovery Act as shrewd economic policy. Federal Reserve Chairman Bernanke recently told this committee that the economy was dangerously close to collapsing last fall and very likely would have if not for Congressional intervention. He noted that the Recovery Act is essential to restore economic growth.

Other Recovery Act investments are saving money in the long term. For example, the Recovery Act invested \$4.35 million in dam maintenance in my district at Lake Barton and Lake Woodglen, protecting homeowners in the Pohick Creek watershed. Had they ruptured, these dams would have imperiled more than 900 residents. By making this investment now, we are saving money and protecting both life and property.

Through the Recovery Act, we invested over \$121 million in education in Fairfax County and Prince William County, preventing layoffs and severe service cuts in our outstanding local school systems. We invested \$202 million in our Metro transit system, which is critical to avoid future accidents such as that which occurred on the Red Line. Congresswoman Watson's Subcommittee will hold a hearing on this topic later today.

One reason that the Recovery Act has been successful is that we have been aggressive in our oversight of its disbursed funds. Transparency is the single most effective tool to prevent waste, fraud and abuse. The Obama administration, states, and individual members of Congress have developed web sites to provide unparalleled public access to information about projects funded by the Recovery Act. For example, my constituents can view projects supported by the Recovery Act in an interactive map, just as they can for the states of Virginia, Pennsylvania, Maryland, and Massachusetts.

Despite our vigilance, progress could still be made enhancing oversight of Recovery Act funding. This Committee marked up and passed H.R. 2182, the "Enhanced Oversight of State and Local Economic

Recovery Act," introduced by Chairman Towns, which incorporated a bill I had introduced earlier, H.R. 1911. These bills both call for dedicated funding to support local and state oversight of Recovery Act funding. State and local agencies should have the same funding for oversight as Federal agencies. I remain hopeful the Senate will see the value in this legislation, which the House passed in May, and I look forward to hearing from the Governors about the utility of this legislation.

I look forward to the Governors' testimony and thank the Chairman for this latest in the series of hearings on this subject.

Mr. CONNOLLY. It's fascinating to me to hear my friends on the other side of the aisle express so much concern about jobs, since every one of them voted against this recovery package. And had, in fact, their view prevailed, there would be zero jobs. Zero. And, in fact, it was because of their importunings, there was less infrastructure investment, Governor Rendell; isn't that true?

Governor RENDELL. There was a movement in the House to dramatically raise the infrastructure investment and it got voted down

Mr. CONNOLLY. Precisely. The AMT may be a good thing to do, but it was because of three Members of the other side of the aisle in the other body who insisted that had to replace infrastructure

money that this went into the stimulus bill.

Having said that, one of the things that concerns me is we've seen some linear thinking in this hearing today that literally takes the amount of money and divides it by the amount of jobs and then says that's what it costs per job. Is that how it works?

For example, when you build, Governor O'Malley, a metro system such as we have here in the Nation's Capital, the only benefit from that investment was the actual number of jobs created at the time

of construction. Isn't that true?

Governor O'Malley. No. There would be a cascading benefit because of the demand created within the economy for all sorts of things.

Mr. Connolly. So there's been a return on that investment?

Governor O'MALLEY. There is a return that's much greater than the initial investment, which is why in the past, this great country

always made big investments like that.

Mr. Connolly. So, for example, Governor Rendell, when Dwight Eisenhower, a Republican President, had the vision to make an investment in the interstate highway system, which today I think probably would have been opposed by some of my friends on the other sides of the aisle—and by the way, that water was carried by none other than a Senator from Connecticut named Prescott Bush—that interstate highway system created 50 years ago had a drop-dead cost to it, but 50 years later has it had other positive benefits since the construction?

Governor RENDELL. Sure, in terms of competitiveness, quality of life, public safety. But it was also a great jobs and orders-for-Amer-

ican-factory bill as well.

Look, Congressman, if we are really concerned about jobs, I have a suggestion: Change the way you score the Federal budget. And it's not just my suggestion and the organization I had, Building America's Future. I had Speaker Gingrich and former leader Gephart together, and they both say let's change the way we score the Federal budget, go off line, do a capital budget like every other political entity in this country has, put a trillion dollars into an infrastructure repair program. Let's get it done in the next 5 years and you will see this economy humming. Not just construction jobs but steel plants.

Mr. CONNOLLY. Good point. But I guess I want to still return to the point that you and Mr. O'Malley have clarified for us that you can't just count the exact jobs created by activity X today; you've actually got to look at whether it's an investment that has a return on it or is it just a sunk cost that has no other-

Governor Rendell. You do the jobs on the constructionsite, then go back to every vendor, interview the CEO, and find out how many people they brought back or how many new people he hired. That's the only way to accurately do it.

Governor O'MALLEY. But then when you look at the lasting nature of the infrastructure, we also have future generations that benefit from the upgrades to the roads, the bridges, and also the water and infrastructure and its impact on the environment.

Mr. Connolly. It enhances mobility, transshipment, movement of goods and services, helps the economy in creating aggregate demand; is that true?

Governor O'MALLEY. That's true.

Mr. Connolly. So we can't just look at it in a linear way.

I also heard earlier this morning from our friends on the other side the idea—actually, the idea that wouldn't have tax cuts been better than direct spending. Did we not try tax cuts like the largest tax cut in history in 2001 in this economy, Governor Rendell?

Governor RENDELL. We did.

Mr. Connolly. And Governor Rendell, what was the net effect of job creation from those historic tax cuts in 2001 by 2009?

Governor Rendell. We actually lost jobs in the country and not all to blame on the tax cuts, but tax cuts clearly by themselves don't work.

Mr. Connolly. Do you know how many jobs have been lost, as a matter of fact, in that recession that began in 2007, not January 2009?

Governor Rendell. Several million.

Mr. CONNOLLY. 6½ million jobs lost. So we've tried that; is that

Governor Rendell. Agreed. And remember, just to be fair, it was President Obama who suggested the \$800 family tax cut, which I believe went to pay off bills—which was a good thing from the family standpoint, didn't create any jobs. I would love to have seen some of that tax cut money traded for infrastructure, because we know infrastructure creates jobs. There is no doubt about it. There is no quarrel. There is no debate.

And by the way, infrastructure is not a Republican or Democratic issue. I testified before in the Senate Committee and Senator Inhofe, I guess considered to be one of the more conservative Members of the Senate, said that aside from keeping the peace, he thinks building the infrastructure is the second most important thing we can do as a Nation, and we ought to get to it.

Governor O'MALLEY. And I might add that President Obama also had to labor under the burden, as any chief executive of a Republic does, of fashioning a consensus to get his package through Congress. And to have done nothing was certainly—I don't think is an option that anybody in these halls would say was available to him.

Chairman Towns. I yield 30 seconds to the ranking member. Then at that point, I will yield 5 minutes to Mr. Dent who has been yielded unanimous consent to be able to participate.

Mr. ISSA. Thank you, Mr. Chairman. And I will use just a small part of it to recognize the senior Senator Gore for his contribution

in that superhighway system under Eisenhower.

Mr. Chairman, pursuant to rule 6, clause 2, I request to call witnesses selected by the minority on 1 day of hearing concerning the tracking of Federal Recovery Act dollars funding. And we request the hearing take place before the summer district work period at

a mutually agreeable date.

And, Mr. Chairman, briefly, the only reason for this, as we discussed, is that we weren't able to have a third panel. That panel was dismissed and it was found to be inappropriate to put them on either of the first two panels. So we do not have a witness, but we believe it will be productive to have witnesses at a future time to be decided.

And I thank the chairman.

Chairman Towns. Congressman Dent, Pennsylvania.

Mr. DENT. Thank you. And I know you are all going through a tortuous process and I'm so delighted you could be here with us.

One thing on the stimulus. It seems that much of the funding is being used to fill holes: budget holes, potholes. One thing I noticed, too, is that you are a great advocate for infrastructure, as am I. A lot of us are. But one of the frustrations—this is not a criticism of you or PennDOT. It's just a statement of reality that, according to what I'm reading from PennDOT, there is \$307 billion of commitments for roads, bridges, highway projects, and we've spent, up to this point, about \$9.3 million.

Governor Rendell. There's a big difference between spending

and obligated.

Mr. Dent. I know. This is what's spent, not obligated.

Governor RENDELL. Again, it's less than 4 months and most of the projects, the 131 I talked about, are just starting up. And PennDOT is pay-as-you-go.

Mr. Dent. I just want to be clear that you are not able to do a whole lot of new capacity construction with this money because of the rules. You get a dollar, you're mostly doing resurfacing and

bridge repairs.

Governor RENDELL. Because we wanted to do it fast and create jobs. And we built a new road. We would have had to do right away an environmental assessment or environmental impact statement. It would have been 2 years before we ever took a shovel to that.

Mr. Dent. That is right. The Federal process is what prevents you from spending money on new capacity. I think we agree on

that point.

It seems that much of the stimulus money in Pennsylvania, and I suspect around the rest of the country, is being used for basic services—Medicaid, Title I, IDEA—and I think that's an issue that we are all confronting here. It's going to basic services relief as opposed to jobs. I guess we can have this argument about relief versus jobs. But nevertheless, it's relief money.

One other thing, too. In the GAO report, it says the Pennsylvania Department of Education officials expressed concerns about assessing jobs created and retained, and they are telling districts not to use the recovery funds to create new positions that will need to be sustained beyond the 2-year period but, instead, to use the funds

for one-time costs such as teacher retention, bonuses, and even some recruitment issues.

So I guess really a question is: Will the teachers who receive the so-called retention bonuses be counted as jobs retained? And is there a way to quantify how many teachers would have left work without the recovery fund retention bonus?

Governor RENDELL. I think the Department of Education can do

that for you. But let me amend what you said.

The Department of Education properly recommended to the school districts that, under the stabilization money that they receive, not to do any new hires because you lose that money in 2 years and you have to, obviously, get rid of the people they hired. But they urged them to do it on things that had a legacy, like keeping teachers or teacher training or school modernization. I would have loved to have seen the stimulus allow school construction and school rehabilitation. But somewhere along in this process, and I don't know—

Governor O'MALLEY. It was on the Senate side.

Governor RENDELL. They knocked it out, and you can only use it for school modernization. That would have been the best use of these funds because they're 2-year funds.

Mr. Dent. Understood. But that same fund of money that is being used for retention and recruitment—I'm not sure why we need to spend money for recruiting during an economic downturn like we are experiencing—but that's the same money that could be used for a State-related institution like a Penn State, Temple/Pitt. And I know you have to make a lot of hard decisions, you and the general assembly. Penn State is getting cut significantly, but instead of funds being used for retention or recruitment, could those not be used for, say, higher ed?

Governor Rendell. Understand, the four State-related schools,

Governor RENDELL. Understand, the four State-related schools, Penn State, Pitt Temple, etc., are getting stabilization money. The cuts they are receiving would be much worse without the stimulus.

Much, much worse.

Mr. DENT. I guess finally, I appreciate the fact that you came here. I think we all have to recognize that so much of this money is being used for restoration of basic services where most of it has been sent. I understand the frustration on the infrastructure. I feel it, too. Alan Bieler does a great job for everybody in Pennsylvania, and I've had these conversations with him many times about the inability to spend this Federal money quickly because of our rules that constrain your ability to build new capacity.

Mr. ISSA. Would the gentleman yield? Mr. DENT. I would be happy to yield.

Mr. ISSA. Following up on the question that I asked Governor Patrick earlier. Would both of you comment on how you feel you should spend the money when you do spend it on public works projects. Should you be spending it at the lowest allowable wage under the act, or would you support what has been reported—and the Governor is going to confirm—that Massachusetts is about \$17 above the Federal prevailing wage. As such, they're getting less bang for their buck.

Would you both comment on how you feel that should be done in your States?

Governor RENDELL. Well, I would say, very succinctly, we followed the Federal rules. So the money that's being spent is being spent at a wage rate similar to money we get from ISTEA. No difference.

In Pennsylvania, it's interesting. We have regional assessments of what the prevailing wage is. So the prevailing wage in Philadelphia for a sheet metal worker is significantly higher than the prevailing wage in Altoona. So Altoona road projects get paid at their prevailing wage, Philadelphia at their prevailing wage. But it's the same as the money that you give us that's joined with State money every year. And that should stay that way.

Governor O'MALLEY. And I believe that's the same way that we

do it.

Mr. Connolly. Mr. Chairman, would you yield me just 10 seconds?

Chairman Towns. I will yield you 10 seconds, yes.

To Mr. Issa's point. But irrespective of prevailing wages, is it not true that the cost of construction has gone down so much that as a matter of fact, these dollars are creating more jobs and allowing for more construction?

Governor O'MALLEY. We are seeing more competitive bids coming in. They are coming in much more competitively. In other words,

a better bang for the buck for our Federal tax.

Governor RENDELL. Our bids are coming in about 17 percent lower than expected, which will enable us to not only do 242 projects, we are going to take the money again and spread it through the regional planning organizations and do some addi-

tional projects.

Governor O'Malley. The people that are competing for these jobs, these are small business people. These are people whose families have at some time put their neck on the line keeping food on the table. We all know it's the private sector that creates these jobs. But when it comes to big things like our bridges, like our infrastructure, these are things that we can only do together. So these are real private sector jobs.

I might also add, the safety net, the so-called filling of the gap for the budget, in this great recession there is a much greater demand from hardworking people, who through no fault of their own find themselves unemployed. And being able to provide health care while they transition, being able to allow them to go and put food

on their table, creates demand in the economy.

And I might also add that the dollars invested in public education are most definitely saving teaching jobs. And teachers are

Americans, too, and they are part of this economy as well.

Governor Rendell. The \$32 increase in the food stamp program in Pennsylvania translates to, in a year, almost \$600 million of more spending. Think about that. That's how many people we have on food stamps. Six hundred million dollars' more spending, and it is the direct and the most quick spending of all.

Chairman Towns. Let me yield myself 5 minutes.

OMB's failure to issue timely guidance. In your opinion, if OMB has not provided States with the necessary guidance in a timely manner, is it possible to expect or is it feasible to expect States to report all required data by October 10th? Is that possible?

Governor O'MALLEY. From our standpoint, Mr. Chairman, we certainly respect the hard work at OMB, and the clearer they can be, the better. And at the same time with regard to the dollars that we have already allocated and the dollars we are spending, we don't have a problem being able to report those in a timely manner in Maryland, where we believe we can account for those and we can fulfill those reporting requirements.

The difficulty comes in those things that go directly to local education boards or the things that go directly to municipalities. It creates a bigger challenge because we have to depend on getting the feedback back from those municipalities and counties. So your efforts to force OMB to give us clear guidelines to put the responsibility where the dollars are being spent, I think is wise and prop-

er.

Governor RENDELL. I agree.

Chairman Towns. Another concern I have. The communities that desperately need Recovery Act funding are, in essence, being bypassed in many instances. Could you comment on this? I guess Governor Rendell, as chairman of the National Governors Associa-

tion, are you seeing this occurring in other States?

Governor Rendell. Let me just refer to page 3 of my testimony where I talk about transportation funds. We've obligated \$720 million of the \$1 billion Federal funds we've gotten. And Mr. Chairman, \$315 million of that is obligated in what are federally classified economically distressed areas. So that's not quite half, but about 45 percent of our transportation dollars are being spent in economically distressed areas. We are trying, and I think we are doing a pretty good job on it.

Governor O'Malley. Mr. Chairman, for our part, we map all of

Governor O'MALLEY. Mr. Chairman, for our part, we map all of the dollars that we distribute. And I have no doubt that if we were not distributing these dollars in an equitable way, I would certainly be hearing from the community leaders and mayors and other peo-

ple.

So I think the map, the openness, the transparency showing where the dollars land is critically important, and all of us need to be able to do that, as indeed Governor Rendell has done on so many of the things he mentioned, the tax cuts, the SNAP dollars, extended unemployment benefits.

Chairman Towns. Would you talk about how the oversight committee works?

Governor RENDELL. The oversight committee meets twice a month. And they're given by the chief accountability officer all of the material that had been done in the past and all of the decisions that are coming up. Now, they can't direct us to do anything per se, but we do listen to their advice and listen to their suggestions. And it's been a valuable process. One, we get some very valuable suggestions, but two, it really—because I'm from Philadelphia—I

was the mayor of Philadelphia before I was Governor.

Congressman Brady can tell you, there's a belief out in the State that Philadelphia gets all of the money. It's not true, but nothing I can do will disprove it. Since I've been Governor, I've given Allegheny County, which is greater Pittsburgh area, about \$800 million overall more than Philadelphia. No one in Allegheny County would believe that.

So there was a thought—and Congressman Dent can probably tell you this—that some of his colleagues were going to direct all of the money to the big cities in Democratic areas, etc. And that's

just not the case.

First of all, so much of the money is driven by existing Federal formulas. So for our transportation dollars, every county and the State has transportation projects. And they made the decisions. They're involved in the regional planning organizations, they made the decision.

The metropolitan Philadelphia area gets X dollars of percentage out of our Federal dollars; they got the same percentage out of stimulus they get every year. But people sort of had the feeling that we would direct these dollars in a political or in a geographically sensitive way. And having this sort of oversight is good. I like it, actually. I like it.

Chairman Towns. I yield 5 minutes to the gentleman from Cali-

fornia, Mr. Issa.

Mr. ISSA. I thank both of you Governors for remaining. We are going to have votes in a few minutes.

I would like to expand on a couple of things.

Governor Rendell, I can't resist. The last time we were together we were talking A–10 aircraft, if you recall. In light of the winddown of Iraq, in light of, if you will, the changing external forces versus your National Guard and every Governor's National Guard, do you believe this administration should begin right-sizing both the Active Duty and Reserve components, including the Guard, to be lighter, quicker, perhaps less expensive to operate, once you get past the highly trained personnel, and start shedding themselves of legacy costs which, sadly, would probably include tank killers for a battle we are not likely to have?

Governor RENDELL. Right. I believe the answer to that is yes, Congressman, but I also think that should have happened in the

prior administration several years ago.

Mr. ISSA. I have no doubt it should have happened many administrations ago.

But Governor, would you echo the same answer that this administration now inherits this need to right-size both Active and Reserves more appropriate to the likely wars we are going to fight and make them lighter, quicker, and, candidly, perhaps provide you some further relief for the high tempo they've been experiencing?

Governor O'Malley. It's an interesting question. I mean, at the heart of the question is the constant need for military reform, not to allow ourselves to be lulled into fighting or paying or investing in fighting the last war. But I think you will never find another time since 1814 when people have been more in danger here in the United States. So I think that there is a changing mission for the Guard, but I don't know if that will necessarily be one that is less expensive. More likely, it will probably be more expensive, given the vulnerabilities that assymetrical warfare poses to population centers, to ports, to critical infrastructure, telecommunications mode, cybersecurity and the like.

Governor RENDELL. We do need to replenish the Guard in every State. We lost equipment that hasn't been replaced. That was a constant refrain that Governors, Republican and Democratic alike, had with the prior administration. We would get our Guard units

back, but with 40 percent of the equipment we sent over.

Mr. ISSA. And then Governor, that's the reason I asked the question for both of you. I'm not asking for going on the cheap. But many of you have legacy equipment, heavy tanks, all kinds of equipment that although if you replenish them, you're back where you started. Isn't this an opportunity for the administration to go ground-up and begin rebuilding the Guard perhaps with different equipment, different missions, rather than ordering just replacements?

Governor RENDELL. I don't know if you are familiar, Congressman, with the Stryker brigade. I know Congressman Dent is. The Stryker brigade is a very, very mobile quick unit—

Mr. Issa. I visited them both in theater and the West Coast. My

question is, wouldn't you prefer that over M-1 tanks?

Governor RENDELL. And not only for foreign encounters.

Mr. Issa. But for your domestic mission.

Governor RENDELL. No question.

Mr. ISSA. Because there is talk of a potential next round. But even if there isn't, this is still continuous.

Let me ask one more question which is unique to Governors and not covered in the stimulus, but perhaps should have been, besides infrastructure.

One of the greatest burdens that you have beyond Medicaid, and obviously your Medicare recipients, is the unemployment burden. And both the last administration and this administration tried to address some of that growing unemployment with the Federal extensions. But the other burden you have, which often is called Medicaid and some of the other programs, is that when people become unemployed they lose their health care, or they lose the ability to pay their COBRA is probably more often.

Do you believe that this committee or the Congress in general should begin looking separate from—we don't know whether we'll get comprehensive health care reform or not—but should we consider modernizing unemployment, or at least the Federal match, to ensure that it anticipates paying for health care costs during the period of unemployment? Isn't that inherently the modernization of

unemployment that has not been addressed?

Governor O'MALLEY. I would say yes.

Governor RENDELL. I think we both agree. But, Congressman, if I could tell you anything other than my constant refrain about infrastructure, I would tell you we ought to find a way—and I think it should be done in a bipartisan fashion—we should find a way to do health care. The time has come for America to take care of its people like every other modern country in the world does. And if we found a way to do that, we wouldn't have to do it. You are absolutely right. In the absence of a bill, that would be a great idea. Great idea. But I think we should get together and pass something.

Mr. ISSA. Thank you, Governor.

Now that you are no longer mayor of Philadelphia, perhaps the appropriate legend of your ability to get Philadelphia their fair share will fade in time.

Governor RENDELL. I don't have much time.

Mr. CUMMINGS. I'm glad to hear Mr. Issa talk about health care and the unemployed, because I'm going to hold him to that; because we may get to a point where we have to do something like that, because we've got to make sure that our people are taken care of.

This country, I've said it many times, we get our authority in the

world by moral authority and how we treat each other.

But on that note, Governor O'Malley, let me ask you, you—both of you—before you all—earlier in your testimony there were a number of people that raised the issue that this is temporary help and how do we hold the Governors accountable after this and how does—are we setting ourselves up for taking people up, and then a drop when stimulus money runs out?

Now, you may have answered that when I was out of the room.

How do you look at that, Governor O'Malley?

Governor O'MALLEY. It's an interesting question. It's one that's often asked of us by citizens and small business owners. The fact of the matter is I think we all hope, regardless of our differences in governing philosophy, we all hope that this recession will be of a temporary nature, and that's why this aid is of a temporary nature. But, fortunately, it does span a 2-year period of time.

And as I said in my earlier testimony—and I think Governor Rendell echoed this—this recession and unemployment would be so much worse were it not for the investments that came from the Re-

covery and Reinvestment Act dollars.

So we hope that with this greater demand created in the economy through a number of different vehicles, including these important investments, that we start pulling our economy out of the ditch where it's expanding and supporting jobs. And I might add, while it's certainly nothing that we can call a trend, for the last month that we have complete data in Maryland, we have actually seen our State create 2,500 more jobs than we lost. Now it was the first month that we had done that in a long time. Might be a blip. But all hope and progress starts with the first steps.

Governor RENDELL. I agree with everything Governor O'Malley said and particularly the last thing. Because the answer to the question and the answer to the citizens' question, 2 years from now, 2 fiscal years from now, our stimulus money goes away, but Pennsylvania this year had negative 8 percent growth. Believe it or not, for the mid-Atlantic that was good. The average mid-Atlantic State had negative 14 percent growth. I'm predicting, in this up-

and-coming budget, zero growth.

For my first 6 years as Governor, Congressman, I had between 5 and 6 percent growth. Every point of growth in Pennsylvania is worth \$260 million. So let's assume by the year 3 when stimulus drops off, we are back to  $5\frac{1}{2}$  percent growth;  $5\frac{1}{2}$  percent growth means the Governor will have another \$1.4 billion to cushion the blow of losing those stimulus dollars. It's all about growth.

That's why the economy—first and foremost, the economy is important to people who need jobs. But second, it's important for us to be able to do all of the things that we do as a government, and some that we do very well and some not so well and we need to improve. But it's all about growth, and that's why it's so important

to get that economy back.

We'll take care of this stimulus gap if we have growth again.

Chairman Towns. Let me say I thank the Members and the staff, I thank the Governors and all of the witnesses that have par-

ticipated today.

I'm encouraged that since the enactment of the Recovery Act, we have made some strides toward putting our economy back on track. But I am disappointed in the overall results so far. Unemployment is at a high and the full force of stimulus spending has yet to be felt. Moreover, I remain concerned with several issues related to the Recovery Act implementation. One issue that I intend to address immediately is the Department of Transportation's failure to define what qualifies as an economically distressed area for allocating Recovery Act funds. The point of this requirement is to direct stimulus spending to communities that need Recovery Act investments the most, like disadvantaged areas of my home district in Brooklyn.

I will be sending a letter to the Secretary of Transportation, Ray LaHood, to explain my concerns and request a meeting with the

Secretary to discuss this issue.

Another problem that needs to be corrected is OMB's failure to issue all necessary guidelines. OMB's inconsistency in providing adequate and comprehensive guidance creates greater challenges for States to provide timely and reliable data by the October 10th

reporting deadline.

This is another obstacle in terms of the majority of States that are already short-staffed due to severe budgetary cuts. In my home State of New York, State government agencies have been forced to function with a 10 percent reduction in their budgets for the fiscal year. The Office of the State Controller is particularly concerned that it will not be able to meet the escalating demands of auditing Recovery Act programs.

The issues we discussed today are many of the same issues that we identified at our field hearing on the stimulus that led me to introduce H.R. 2182, the Enhanced Oversight of State and Local Economic Recovery Act. The House has passed this bill, and I hope we can continue moving forward until it is signed into law.

We recognize that there are still important issues to be resolved before Recovery Act spending and accountability works as in-

tended.

Be assured that we intend to continue our detailed oversight of the programs until we finally see our recovery, economic recovery.

Please let the record demonstrate by submission of a binder with documents relating to this hearing—without objection, I enter the binder into the committee's records, of course.

And now the committee stands adjourned, and let me again thank the Governors for coming and staying. I apologize to you for the way that we had to do this because there is a thing called votes around here, and we have to make it over there. They complain if we are not over there.

So thank you, Governor Rendell, and thank you, Governor O'Malley.

The committee stands adjourned.

[Whereupon, at 2:12 p.m., the committee was adjourned.]

[Additional information submitted for the hearing record follows:]

#### **Economy**

# Biden Acknowledges Administration 'Misread' The Economy

By Scott Wilson

Vice President Biden acknowledged today that the administration underestimated the depth of the economic recession months ago as it prepared a recovery package that is only now beginning to take effect.

"We misread how bad the economy was, but we are now only about 120 days into the recovery package," Biden said on ABC's "This Week." "The truth of the matter was, no one anticipated, no one expected that that recovery package would in fact be in a position at this point of having distributed the bulk of the money."

Figures released last week showed that the national unemployment rate has reached 9.5 percent, and that the economy is still shedding nearly half a million jobs a month.

President Obama pushed through a \$787 billion stimulus package within his first month in office to slow the economic slide by replacing retreating private-sector demand, in part, with government spending.

But criticism has been mounting from the left and right, albeit for different reasons, that the plan was misconceived.

Administration officials have argued for weeks that the economic projections made before Obama took office presented an overly optimistic view of the economy, a case Biden reiterated in blunt terms today.

Conservative critics have used the mounting job losses to argue that the stimulus package - a mix of government spending and tax cuts - should have been titled more toward the latter than it was.

Meanwhile, liberal economists such as Paul Krugman have argued for more public spending, just as the stimulus money begins trickling into the economy.

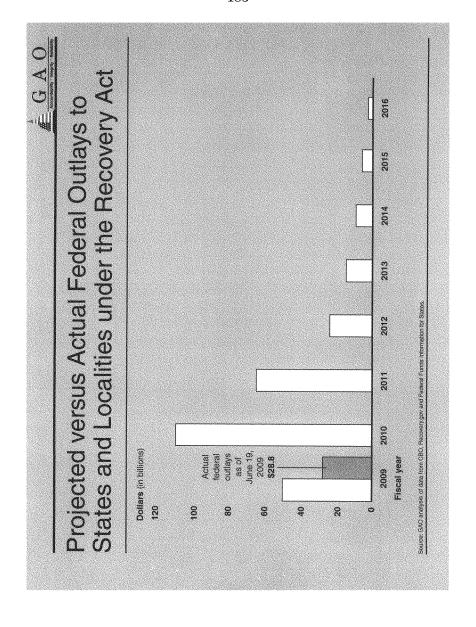
After acknowledging the economic "misreading," Biden said "the second question becomes, did the economic package we put in place, including the Recovery Act, is it the right package given the circumstances we're in?"

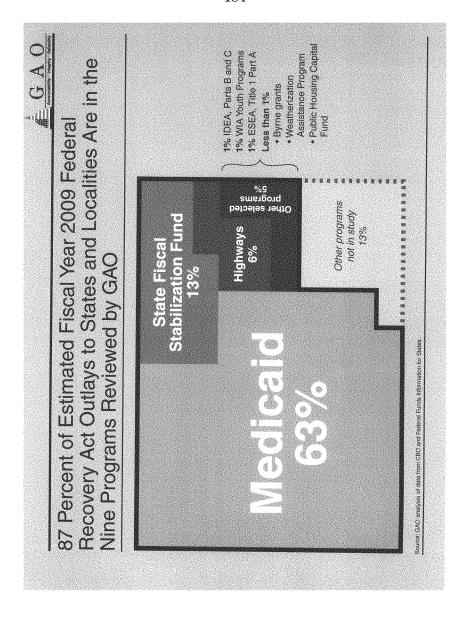
"And we believe it is the right package given the circumstances we're in," he said.

Asked if a second stimulus package is needed, Biden said it is "premature to make that judgment."

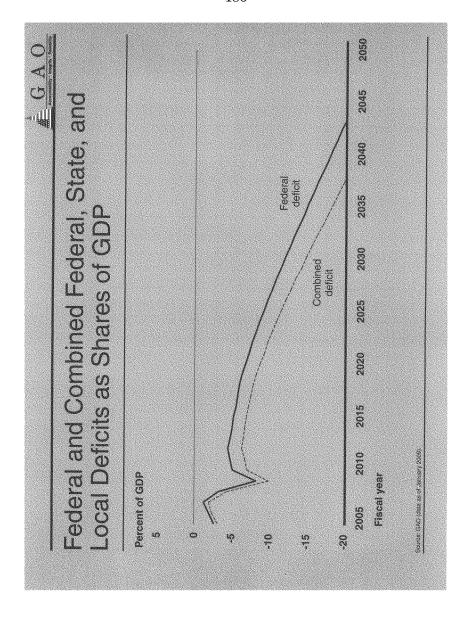
Instead, he said, the administration will monitor the effect of the government spending in the coming months, as the public-works projects financed by federal funds move from the planning stage to the hiring and construction phase.

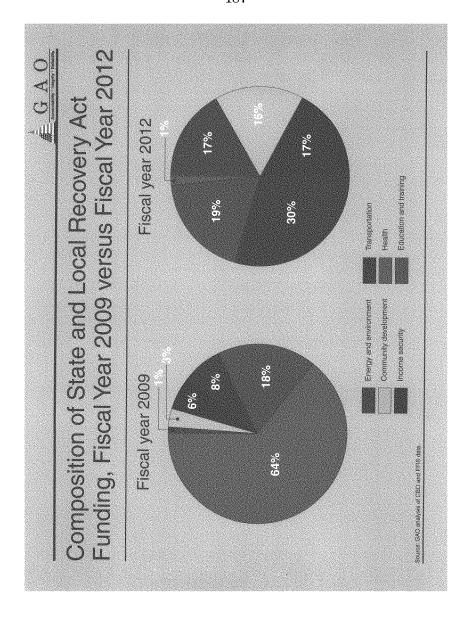
"And so this is just starting," Biden said. "The pace of the ball is now going to increase."





# • Provide examples of reporting on jobs created and retained $\bullet$ Clarify new or existing program performance measures • Ensure more direct communication on funds flowing • Specify data certification and approval requirements • Clarify data quality and reconciliation requirements • Leverage Single Audit as an effective oversight tool ■ Move to earlier reporting on internal controls ■ Fund more timely, effective Single Audits **Accountability and Transparency** Communications and Guidance ■ Focus on Recovery Act programs Give relief for low-risk programs GAO Recommendations Reporting on Impact to each state





GAO

United States Government Accountability Office

Report to Congressional Committees

July 2009

## RECOVERY ACT

States' and Localities' Current and Planned Uses of Funds While Facing Fiscal Stresses (Massachusetts)



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#### Overview

The following summarizes GAO's work on the second of its bimonthly reviews of American Recovery and Reinvestment Act (Recovery Act)<sup>1</sup> spending in the commonwealth of Massachusetts. The full report on all of our work, which covers 16 states and the District of Columbia, is available at http://www.gao.gov/recovery/.

Use of funds: GAO's work in Massachusetts focused on nine federal programs, selected primarily because they have begun disbursing funds to states, include new programs, or include existing programs receiving significant amounts of Recovery Act funds. Program funds are being directed to help Massachusetts stabilize its budget and support local governments, particularly school districts, and several are being used to expand existing programs. Funds from some of these programs are intended for disbursement through states or directly to localities. The funds include the following:

- Funds Made Available as a Result of Increased Medicaid Federal Medical Assistance Percentage (FMAP).\* As of June 29, 2009, Massachusetts had received over \$1.2 billion in increased FMAP grant awards, of which it had drawn down over \$833 million, or almost 68 percent. The commonwealth is using these funds to cover the state's increased Medicaid caseload, maintain current populations and benefits, increase provider payment rates, and make additional state funds available to offset the state budget deficit.
- Highway Infrastructure Investment funds. The U.S. Department of Transportation's Federal Highway Administration (FHWA) apportioned \$438 million in Recovery Act funds to Massachusetts, of which 30 percent was suballocated to metropolitan and other areas. As of June 25, 2009, the federal government's obligation was \$174 million, and Massachusetts had contracted for 20 projects and advertised for an additional 10 projects. All were quick-start projects largely involving road paving except for one complex project that includes construction of a new highway interchange. For example, one project in Adams entails 1.5 miles of road resurfacing and sidewalk reconstruction on Route 116. All paving except the topcoat is planned to be completed

<sup>&</sup>lt;sup>1</sup>Pub. L. No. 111-5, 123 Stat. 115 (Feb. 17, 2009).

<sup>&</sup>lt;sup>2</sup>The increased FMAP available under the Recovery Act is for state expenditures for Medicaid services. However, the receipt of this increased FMAP may reduce the funds that states would otherwise have to use for their Medicaid programs, and states have reported using these available funds for a variety of purposes.

before winter. Another project in Swansea involves resurfacing Route 6 from the Somerset town line to the Rehoboth town line and that paving is expected to be completed before winter.

- U.S. Department of Education State Fiscal Stabilization Fund (SFSF). The U.S. Department of Education (Education) has awarded Massachusetts about \$666 million, or about 67 percent of its total SFSF allocation of \$994 million. The commonwealth has obligated \$412 million as of June 26, 2009. Massachusetts is using these funds to restore state aid to school districts, helping to stabilize their budgets and, among other uses, retain staff. For example, a Lawrence Public Schools official said these funds would prevent the layoff of 123 staff members, including 90 teachers.
- Title I, Part A, of the Elementary and Secondary Education Act (ESEA) of 1965. Education has awarded Massachusetts about \$82 million in Recovery Act ESEA Title I, Part A, funds or 50 percent of its total allocation of \$163 million. Of these funds, the commonwealth has allocated \$78 million to local education agencies, based on information available as of June 30, 2009. These funds are to be used to help educate disadvantaged youth. For example, the Boston Public Schools plan to use these funds for benchmark assessments, a student information system, and targeted upgrades of computer facilities for teacher and student use.
- Individuals with Disabilities Education Act (IDEA), Parts B and C. Education has awarded about \$149 million in Recovery Act IDEA, Part B and C, funds, or 50 percent of its total allocation of \$298 million. Massachusetts has allocated all of its available Part B funds to local education agencies, based on information available on June 30, 2009. These funds are planned to be used to support special education and related services for infants, toddlers, children, and youth with disabilities. For example, Boston Public Schools plan to use these funds to hire staff; invest in prereferral to special education intervention, autism-related technology, and training; and expand inclusion activities.
- Weatherization Assistance Program. The U.S. Department of Energy (DOE) allocated about \$122 million in Recovery Act weatherization funding to Massachusetts for a 3-year period. DOE has provided \$12.2 million to the commonwealth, and Massachusetts has obligated none of these funds as of June 30, 2009, as it is awaiting approval of its state plan. In July 2009, Massachusetts plans to begin disbursing its funds for weatherizing low-income families' homes and

state and federal public housing, and for developing an energy-related training center.

- Workforce Investment Act Youth Program. The U.S. Department
  of Labor allotted about \$24.8 million to Massachusetts in Workforce
  Investment Act Youth Recovery Act funds. The commonwealth has
  allocated \$21.1 million to local workforce boards, based on
  information available on June 30, 2009. Massachusetts plans to use 60
  percent of Recovery Act funds under this program by September 30,
  2009, to create about 6,500 summer jobs for youth.
- Edward Byrne Memorial Justice Assistance Grants. The
  Department of Justice's Bureau of Justice Assistance has awarded \$25
  million directly to Massachusetts in Recovery Act funding. Based on
  information available as of June 26, 2009, about \$13 million (51
  percent) of these funds have been obligated by the Executive Office of
  Public Safety and Security, which administers these grants for the
  commonwealth.<sup>3</sup>
- Public Housing Capital Fund. The U.S. Department of Housing and Urban Development has allocated about \$82 million in Recovery Act funding to 68 public housing agencies in Massachusetts. Based on information available as of June 20, 2009, about \$3.1 million (4 percent) had been obligated by 20 of those agencies. At the two public housing agencies we visited (in Boston and Revere), this money, which flows directly to public housing agencies, is being used for various capital improvements, including modifying bathrooms, replacing roofs and windows, and adding security features.

Safeguarding and transparency: Massachusetts has begun planning its oversight efforts. Officials from the State Auditor's Office have drafted an audit plan and are currently planning the risk assessments they will perform of programs receiving funding under the Recovery Act. The state Inspector General intends to focus on gaps in coverage. The oversight agencies have expressed concern regarding their 2010 budgets and potential staffing cuts due to the commonwealth's fiscal situation. The extent of these cuts will not be known until the budget is passed for the fiscal year, which begins July 1, 2009. The commonwealth is in the process

<sup>&</sup>lt;sup>3</sup>We did not review Edward Byrne Memorial Justice Assistance Grants awarded directly to local governments in this report because the Bureau of Justice Assistance's solicitation for local governments closed on June 17.

of putting into place a plan to obtain additional resources for these oversight agencies. Massachusetts has enhanced its accounting system to track Recovery Act funds that flow through the state accounting system. The Comptroller's Office has included questions on compliance with Recovery Act provisions in its internal control questionnaire, and the Governor's Office is continuing to assess whether agencies need new procedures for managing these funds.

Assessing the effects of spending: Massachusetts agencies are beginning to develop strategies for collecting and reporting employment outcomes, focusing on incorporating federal guidance and adapting existing systems for collecting and reporting on jobs created and retained. State program officials report using a variety of methods to measure employment outcomes, which could lead to reporting inconsistencies. For example, highway construction projects are submitting monthly information on employees paid, while weatherization program officials have estimated the number of jobs that will be created using a model for the construction trades. Existing programs receiving Recovery Act funds are beginning to develop plans for measuring program performance.

Massachusetts Has Accelerated the Use of Recovery Act and Rainy-Day Funds to Close a Growing Budget Gap As we noted in our April 2009 report, the commonwealth of Massachusetts was, at that time, addressing a budget gap of approximately \$3 billion out of a total state operating budget of about \$28 billion. Since our last bimonthly report, this projected gap has grown to nearly \$4 billion. The major cause of the widening budget gap is reduced revenue collections, which continue to be significantly lower than officials had anticipated. For example, tax collections in April alone were nearly one-half billion dollars lower than expected. To close this widening budget gap, the state plans to use an additional \$561 million in state "rainy-day" funds and make available other state funds by using \$412 million from the Recovery Act's State Fiscal Stabilization Fund (SFSF) for fiscal year 2009,

<sup>4</sup>GAO-09-580.

<sup>5</sup>Massachusetts law requires the governor to recommend, the state legislature to enact, and the governor to approve a general appropriations bill that constitutes a balanced budget for Massachusetts. No supplemental appropriation bill is to be approved which would cause the state budget for any fiscal year not to be balanced. Mass. Gen. Laws ch. 29, § 6E.

 $<sup>^{5}</sup>$ Massachusetts Department of Revenue, April 2009 Tax Collection Summary.

which ended on June 30.7 In addition, the state has already reduced expenditures by more than \$1 billion (including eliminating state positions and implementing management furloughs) and used additional revenue from other sources to make up for some of the state's revenue decline. These included voluntary cuts and contributions from entities outside the governor's budget-cutting authority, such as the legislature, the judiciary, and quasi-public agencies. State officials noted that the occurrence of a significant revenue shortfall late in the fiscal year made it nearly impossible for the state to rely on any additional spending cuts or tax increases to balance its budget. Therefore, state officials noted that accelerating their use of Recovery Act and state rainy-day funds was the most viable solution to balance the budget.

Both the Governor and legislature have also proposed using a combination of federal Recovery Act funds, such as state funds made available as a result of increased FMAP and rainy-day funds, to avoid substantial budget spending cuts to stabilize its budget for fiscal year 2010. The state had hoped to leave a sizable amount of the SFSF and rainy-day funds available for 2011 but changed its approach because of its deteriorating fiscal condition. Using more of these funds in the current fiscal year will likely make it more difficult for the state to balance its budget after Recovery Act funds are no longer available, unless economic conditions improve substantially.

The growth in services to disadvantaged populations and maintenance-of-effort requirements pose added risks to the state's longer-term budget stability. Although state officials report that safety net caseloads are growing slowly in Massachusetts, they are concerned that future caseload growth could further strain the state's budget at a time when Recovery Act funding is no longer available. Massachusetts officials also expressed concerns over maintenance-of-effort requirements attached to many federal programs, including those funded through the Recovery Act, as future across-the-board spending reductions could pose challenges for maintaining spending levels in these programs. State officials said that

 $<sup>^7</sup>$ Massachusetts officials refer to their rainy-day funds as stabilization funds. However, to avoid confusion with the Recovery Act's SFSF funds, we use rainy-day funds in this appendix to refer to these reserve funds.

 $<sup>^8</sup>$ Massachusetts officials stated that caseloads for programs such as Temporary Assistance for Needy Families (TANF) and Commonwealth Care have grown, but not much beyond anticipated levels.

maintenance-of-effort requirements that require maintaining spending levels that are based upon prior-year, fixed-dollar amounts will pose more of a challenge than upholding spending levels based upon a percentage of program spending provided for the same purpose in a previous fiscal year. The SFSF program provides an example of the former. However, a state may obtain a maintenance-of-effort waiver for the SFSF program by demonstrating that the percentage of its total state revenues that will be used to support elementary, secondary, and public higher education for the relevant fiscal year will be equal to or greater than the percentage of its total state revenues that were used to support elementary, secondary, and public higher education for the preceding fiscal year.

#### Increased FMAP Funds Have Allowed Massachusetts to Maintain Health Care Reform Initiatives

Medicaid is a joint federal-state program that finances health care for certain categories of low-income individuals, including children, families, persons with disabilities, and persons who are elderly. The federal government matches state spending for Medicaid services according to a formula based on each state's per capita income in relation to the national average per capita income. The rate at which states are reimbursed for Medicaid service expenditures is known as the Federal Medical Assistance Percentage (FMAP), which may range from 50 to no more than 83 percent. The Recovery Act provides eligible states with an increased FMAP for 27months from October 1, 2008, through December 31, 2010.11 On February  $25,\,2009,$  the Centers for Medicare & Medicaid Services (CMS) made increased FMAP grant awards to states, and states may retroactively claim reimbursement for expenditures that occurred prior to the effective date of the Recovery Act. 12 Generally, for federal fiscal year 2009 through the first quarter of federal fiscal year 2011, the increased FMAP, which is calculated on a quarterly basis, provides for (1) the maintenance of states' prior year FMAPs, (2) a general across-the-board increase of  $6.2\,$ percentage points in states' FMAPs, and (3) a further increase to the FMAPs for those states that have a qualifying increase in unemployment

 $<sup>^9</sup>$ Under SFSF, for fiscal years 2009, 2010, and 2011, the Recovery Act requires states to maintain funding at least at their 2006 levels.

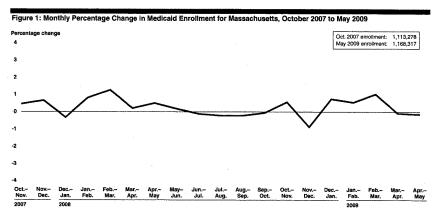
<sup>&</sup>lt;sup>10</sup>Massachusetts officials indicated they would apply for a waiver.

<sup>&</sup>lt;sup>11</sup>See Recovery Act, div. B, title V, §5001.

 $<sup>^{12}</sup>$  Although the effective date of the Recovery Act was February 17, 2009, states generally may claim reimbursement for the increased FMAP for Medicaid service expenditures made on or after October 1, 2008.

rates. The increased FMAP available under the Recovery Act is for state expenditures for Medicaid services. However, the receipt of this increased FMAP may reduce the funds that states would otherwise have to use for their Medicaid programs, and states have reported using these available funds for a variety of purposes.

From October 2007 to May 2009, the state's Medicaid enrollment grew from 1,113,278 to 1,168,317, an increase of 5 percent. Enrollment varied during this period, and there were periods in which enrollment decreased (see fig. 1). The increase in enrollment was mostly attributable to the population groups of (1) children and families and (2) nondisabled, nonelderly adults.



Source: GAO analysis of state reported data.

Note: The state provided projected Medicald enrollment data for May 2009.

As of June 29, 2009, Massachusetts had drawn down over \$833 million in increased FMAP grant awards, which is almost 68 percent of its awards to

 $<sup>^{\</sup>mbox{\tiny 13}}$  The state provided projected Medicaid enrollment data for May 2009.

date. "Massachusetts officials reported that they plan to use funds made available as a result of the increased FMAP to offset the state budget deficit, to cover the state's increased Medicaid caseload, to maintain current populations and benefits and to increase provider payment rates, pending state legislative approval to do so.

Massachusetts officials noted that the state is 3 years into implementing major health care reforms. The officials indicated that the increased FMAP has allowed the state to maintain this reform initiative in a very difficult economic climate. Additionally, they further noted that in the absence of the funds, the state would have been faced with more difficult decisions about how to cut spending. According to these officials, even with the increased FMAP, Massachusetts faces the need to make significant cuts to programs for the elderly and for people with developmental disabilities, as well as public health and mental health programs. In using the increased FMAP, Massachusetts officials reported that the Medicaid program has incurred additional costs related to

- personnel needed to ensure programmatic compliance with requirements associated with the increased FMAP;
- personnel needed to ensure compliance with reporting requirements related to the increased FMAP; and
- personnel needed for routine administration of the state's Medicaid program.

The 2007 and 2008 Single Audits for Massachusetts did not identify any material weaknesses specifically related to the Medicaid program. <sup>15</sup> Further, Medicaid officials indicated that they did not have any concerns regarding the state's ability to maintain eligibility for the increased FMAP. However, they noted that the state is implementing a new system—NewMMIS—which would include online claims processing, among other

<sup>&</sup>lt;sup>14</sup>Massachusetts received increased FMAP grant awards of over \$1.2 billion for the first three quarters of federal fiscal year 2009. In their technical comments to us, Massachusetts officials indicated that the state is working with CMS to categorize a significant amount of the state's supplemental increased FMAP grant award as regular FMAP.

<sup>&</sup>lt;sup>16</sup>The Single Audit Act of 1984, as amended (31 U.S.C. ch. 75), requires that each state, local government, or nonprofit organization that expends \$500,000 or more a year in federal awards must have a Single Audit conducted for that year subject to applicable requirements, which are generally set out in Office of Management and Budget (OMB) Circular No. A-133, Audits of States, Local Governments and Non-Profit Organizations (June 27, 2003). If an entity expends federal awards under only one federal program, the entity may elect to have an audit of that program.

things, and that it would be 6 months before the state could request certification of the system from CMS. Because Massachusetts Medicaid pays providers on a weekly rather than daily basis, state officials continue to discuss issues related to the state's compliance with the Recovery Act's prompt payment reporting requirements. \*\*Description\*\* Specifically, state officials reported that they would like guidance from CMS on the availability of waivers for this requirement for states that have just implemented a NewMMIS system.

As we previously reported, the state is using existing accounting systems to track these funds but has developed distinct revenue source codes that distinguish increased FMAP from general FMAP funds. However, officials reported that although the state can identify increased FMAP revenues that are deposited into its General Fund, the process for tracking the subsequent appropriation and expenditure of these funds is not yet implemented.

First Round of Massachusetts Recovery Act Highway Fund Projects Under Way The Recovery Act provides funding to the states for restoration, repair, and construction of highways and other activities allowed under the Federal-Aid Highway Surface Transportation Program, and for other eligible surface transportation projects. The act requires that 30 percent of these funds be suballocated for projects in metropolitan and other areas of the state. Highway funds are apportioned to the states through existing federal-aid highway program mechanisms, and states must follow the requirements of the existing program including planning, environmental review, contracting, and other requirements. However, the federal fund share of highway infrastructure investment projects under the Recovery Act is up to 100 percent, while the federal share under the existing Federal-Aid Highway Program is generally 80 percent. "

<sup>&</sup>lt;sup>16</sup>Under the Recovery Act, states are not eligible to receive the increased FMAP for certain claims for days during any period in which that state has failed to meet the prompt payment requirement under the Medicaid statute as applied to those claims. See Recovery Act, div. B, title V, \$5001(f)(2). Prompt payment requires states to pay 90 percent of clean claims from health care practitioners and certain other providers within 30 days of receipt and 99 percent of these claims within 90 days of receipt. See 42 U.S.C. §1396a(a)(37)(A).

<sup>&</sup>quot;With a few exceptions, the federal government does not pay for the entire cost of construction or improvement of federal-aid highways. To account for the necessary dollars to complete the project, federal funds must be "matched" with funds from other sources. Unless otherwise specified in the authorizing legislation, most projects will have an 80 percent federal share.

Massachusetts was apportioned \$438 million in March 2009 for highway infrastructure and other eligible projects. As of June 25, 2009, \$174 million has been obligated. The U.S. Department of Transportation has interpreted the term "obligation of funds" to mean the federal government's contractual commitment to pay for the federal share of the project. This commitment occurs at the time the federal government approves a project and a project agreement is executed. As of June 25, 2009, \$147,874 has been reimbursed by FHWA. States request reimbursement from FHWA as the state makes payments to contractors working on approved projects.

Massachusetts Selected Quick-Start Projects, Used Accelerated Bidding Procedures, and Received Bids Below Cost Estimates As we reported in our April 2009 report, Massachusetts began planning for federal highway infrastructure investment under potential stimulus legislation before the Recovery Act was passed. The commonwealth convened a task force to identify a priority list of transportation infrastructure investments. This task force identified projects that could be started quickly, focusing on projects that could be implemented in under 180 days, as well as projects that that could be completed within a 2year time frame. As a result, the initial Recovery Act funded projects advertised for bid were all small, short-term projects that require little lead time for planning and design, enabling contractors to begin work quickly. (See table 1.) Many initial round projects were also chosen to coincide with the construction season, which excludes the winter months. The two Massachusetts projects we visited-in Adams and Swansea-were in the early stages of construction; contractors had erected signage and were installing erosion control barriers before commencing construction. The Adams project, estimated to cost \$1,714,860, entails 1.5 miles of road resurfacing and sidewalk reconstruction on Route 116 and is expected to be complete in July 2010. The Swansea project, estimated to cost 44,440,310, will resurface Route 6 from the Somerset town line to the Rehoboth town line and is expected to be complete in August 2010. According to state transportation officials, the bulk of the work will likely be completed before the winter shut-down; they expect that the only remaining work will be minor and low-cost.

Dollars in millions	***		***************************************					
	Pa	vement projects		Bridge projects				
	New construction	Pavement improvement	Pavement widening	New construction	Replacement	Improvement	Other*	Total
	\$0	\$164	\$0	\$0	\$0	\$2	\$7	\$174
Percent of total obligations	0.0	94.3	0.0	0.0	0.0	1.4	4.2	100.0

Source: GAO analysis of Federal Highway Administration data.

\*Includes safety projects such as improving safety at railroad grade crossings, transportation enhancement projects such as pedestrian and bloycle facilities, engineering, and right-of-way purchases.

\*Total may not add because of rounding.

As of June 25, 2009, Massachusetts had awarded contracts for 20 projects, and notice to proceed orders had been issued on all of these projects signaling that construction could begin. According to state transportation officials, because these projects are mainly small repaving projects, they should all be completed within 2 years. To ensure that projects get started quickly, Massachusetts has accelerated the bid evaluation and award cycle by shortening the time that contractors have to prepare their bids and the time between bid opening and issuing a notice to proceed for construction. According to Massachusetts transportation officials, the normal bidding cycle takes 90 to 120 days from bid opening to award and notice to proceed, but for Recovery Act funded projects, transportation officials have been able to cut that time to less than 60 days. For example, the project we visited in Swansea was advertised on March 14, 2009; bids were opened 30 days later on April 14, 2009; and the contract was awarded on April 23, 2009—roughly 1 week after bid opening and 6 weeks after the project was advertised.

The recessionary economy in Massachusetts has led to an environment in which bids are coming in below estimates. Massachusetts transportation officials are reporting that contracts for Recovery Act projects are being awarded for about 87 percent of estimated costs. Officials believe this is a short-term trend caused by excess capacity in the construction market because of the state's economic downturn. According to one official, in the past they could expect 4 to 5 contractors to bid on a state construction contract, but lately they are seeing 10 to 15 contractors bidding for a single contract. State officials believe that as more Recovery Act funded construction projects get under way, bids will be more in line with cost estimates. Because officials believe this is a temporary situation, the state

has no plans to change its estimating practices. Officials reported that if additional money is available as a result of this trend, they have identified several small projects that could be funded.

Massachusetts Expects to Meet All Recovery Act Requirements, but Maintenance of Effort Requirement Poses Challenges Funds appropriated for highway infrastructure spending must be used as required by the Recovery Act. The states are required to

- ensure that 50 percent of the apportioned Recovery Act funds are obligated within 120 days of apportionment (before June 30, 2009) and that the remaining apportioned funds are obligated within 1 year. The 50 percent rule applies only to funds apportioned to the state and not to the 30 percent of funds required by the Recovery Act to be suballocated, primarily based on population, for metropolitan, regional, and local use. The Secretary of Transportation is to withdraw and redistribute to other states any amount that is not obligated by any state within these time frames.
- give priority to projects that can be completed within 3 years, and to
  projects located in economically distressed areas (EDA). EDAs are
  defined by the Public Works and Economic Development Act of 1965,
  as amended.
- certify that the state will maintain the level of spending for the types of transportation projects funded by the Recovery Act that it planned to spend the day the Recovery Act was enacted. As part of this certification, the governor of each state is required to identify the amount of funds the state planned to expend from state sources as of February 17, 2009, for the period beginning on that date and extending through September 30, 2010.<sup>18</sup>

Massachusetts has met the Recovery Act requirement that 50 percent of their apportioned funds are obligated within 120 days. Of the \$293,705,678 that is subject to this provision, 59.1 percent was obligated as of June 25, 2009. In order to ensure that 50 percent of the apportioned Recovery Act

<sup>&</sup>lt;sup>18</sup>States that are unable to maintain their planned level of effort will be prohibited from benefiting from the redistribution of obligation authority that will occur after August 1 for fiscal year 2011. As part of the federal-aid highway program, FHWA assesses the ability of each state to have their apportioned funds obligated by the end of the federal fiscal year (September 30) and adjusts the limitation on obligations for federal-aid highway and highway safety construction programs by reducing for some states the available authority to obligate funds and increasing the authority of other states.

funds were obligated within 120 days, the commonwealth selected projects worth over \$170 million, in case some plans did not materialize. Given the state's focus on selecting small projects that can be moved quickly to construction, the state had to pull together many projects in order to meet the 50 percent obligation requirement. For example, with the exception of one large interchange project in Fall River that was estimated to cost \$66.8 million, projects planned for the initial funding cycle had costs estimated to range from \$624,440 to just over \$9 million. Massachusetts also transferred \$12.8 million of Recovery Act highway funding that was subject to the 50 percent rule for the 120-day redistribution from FHWA to the Federal Transit Administration. According to FHWA guidance, once transferred, these funds are no longer subject to the 50 percent obligation requirement. <sup>10</sup>

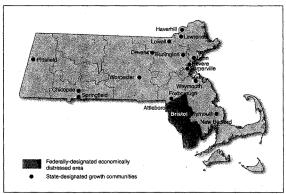
Massachusetts will be able to expend most of its apportioned funds in 3 years because it has made it a priority to select projects that could begin in 180 days and be completed within 2 years. The Recovery Act Coordinator for the Massachusetts Executive Office of Transportation reported that, given that the first projects are predominantly resurfacing, most are likely to be completed within 2 years of award. The only project that will probably not be completed within 2 years is the Fall River-Freetown Route 24 Interchange project which, because of its complexity, will likely take longer.

As of June 25, 2009, Massachusetts obligated funds to three projects worth an estimated total of \$80,619,327 located in the state's only EDA. These projects include the Swansea project, a resurfacing project in Westport estimated to cost \$6 million, and the \$73.4 million Fall River development park project, of which \$70.1 million is federal funds. This project supports an economic development project and includes construction of a new highway interchange on Route 24 and new access roadways to the proposed Fall River Executive Park The state has given priority to selecting Recovery Act projects in EDAs but has also added its own criteria by selecting projects through its economic growth district initiative. Massachusetts has only one county—Bristol County—that is defined by section 301of the Public Works and Economic Development Act of 1965 as an EDA. Under its growth districts initiative, the state has identified additional areas as being appropriate locations for significant

 $<sup>^{19}</sup>$  Generally, FHWA has authority pursuant to 23 U.S.C. § 104(k)(1) to transfer funds made available for transit projects to the Federal Transit Administration.

new commercial, residential or mixed-use growth, as shown in figure 2. As they plan for the future, officials report that they will look to select projects that will leverage infrastructure development with new housing and building development, which in turn will create additional jobs.

Figure 2: Federally-Designated EDA and State-Designated Growth Districts Targeted for Highway Infrastructure Projects



Sources: GAO analysis of Bureau of Economic Analysis and Executive Office of Housing and Economic Development (EOHC) information; Census (map).

As we reported in April 2009, Massachusetts submitted a "conditional" maintenance-of- effort certification, meaning that the certification was subject to conditions or assumptions, future legislative action, future revenues, or other conditions. Specifically, Massachusetts stated that it might have to make downward adjustments to the size of its capital investment plan if revenues did not meet current projections. On April 22, the U.S. Department of Transportation Secretary informed the states that conditional and explanatory certifications were not permitted, provided additional guidance, and gave the states the option of amending their certifications by May 22, 2009. Massachusetts resubmitted its certification on May 26, 2009. According to U.S. Department of Transportation officials, the department is reviewing Massachusetts's resubmitted certification letter and has concluded that the form of the certification is consistent with the additional guidance. The department is currently evaluating

whether the states' method of calculating the amounts they planned to expend for the covered programs is in compliance with Department of Transportation guidance.

Massachusetts transportation officials, however, expressed concern about the state's ability to maintain its level of state expenditures in light of its deteriorating fiscal situation. The commonwealth's certification was based upon its \$14.3 billion capital spending plan, which includes roughly \$8.1 billion in transportation spending. Because the 5-year plan was developed before the full extent of the state's worsening fiscal condition was known, the state felt compelled to add a disclaimer to their initial certification to explain why it may be unable to maintain planned levels of state spending over the course of the Recovery Act grant. The commonwealth floats bonds to pay for capital projects. The state is concerned that as revenues continue to shrink, it may be unable to afford the full amount of the capital projects called for in its 5-year plan.

#### Massachusetts Already Using State Fiscal Stabilization Funds

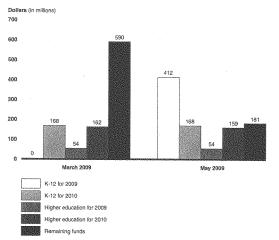
The Recovery Act created a State Fiscal Stabilization Fund (SFSF) to be administered by the U.S. Department of Education (Education). SFSF provides funds to states to help avoid reductions in education and other essential public services. The initial award of SFSF funding requires each state to submit an application to Education that provides several assurances. These include assurances that the state will (1) meet maintenance-of- effort requirements (or it will be able to comply with waiver provisions) and (2) implement strategies to meet certain educational requirements, including increasing teacher effectiveness, addressing inequities in the distribution of highly qualified teachers, and improving the quality of state academic standards and assessments. Furthermore, the state applications must contain baseline data that demonstrate the state's current status in each of the assurances. States must allocate 81.8 percent of their SFSF funds to support education (education stabilization funds) and must use the remaining 18.2 percent for public safety and other government services, which may include education (government services funds). After maintaining state support for education at fiscal year 2006 levels, the state must use education stabilization funds to restore state funding to the greater of fiscal year 2008or 2009 levels for state support to school districts or public Institutions of Higher Education (IHE). When distributing these funds to school districts, states must use their primary education funding formula but maintain discretion in how funds are allocated to public IHEs. In general, school districts maintain broad discretion in how they can use stabilization funds, but states have some ability to direct IHEs in how to use these funds.

In 2009, Massachusetts was allocated just over \$994 million in SFSF. Of this amount, about \$813 million, or about 82 percent, are for education stabilization funds, and \$181 million, or about 18 percent, are for government services funds. The state will use about \$466 million of the SFSF funds to restore elementary and secondary, and pubic higher education funding for fiscal year 2009 (which ended on June 30, 2009); has made plans for about \$347 million for fiscal year 2010 (which began on July 1, 2009); and will have about \$181.5 million remaining, of which about \$70.5 million is for government services funds. \*\* State officials explained that originally they did not intend to commit over three-fourths of the state's SFSF allocation so soon and that they are keenly aware of the limited Recovery Act resources they will have available for the remainder of 2010 and 2011.

As shown in figure 3, in March 2009, the Governor, as part of his fiscal year 2010 recovery plan, committed \$168 million to 166 school districts to help reduce teacher layoffs and program cuts in fiscal year 2010, and \$162 million to public university and college campus budgets to help reduce layoffs, program cuts, and student fee hikes in fiscal year 2010. Later, the amount committed to public colleges and universities was decreased to \$159 million. The Governor also announced plans to use approximately \$20 million from the government services fund for public safety in fiscal year 2010, bringing proposed total SFSF spending for fiscal year 2010 to \$347 million.

<sup>&</sup>lt;sup>20</sup>The SFSF funds to restore public higher education funding for fiscal year 2009, about \$54 million, will be allocated to institutions of higher education in fiscal year 2010 for expenses incurred during that fiscal year.

Figure 3: Changes in Planned Uses of SFSF Funds for K-12 and Higher Education from March 2009 to May 2009



Source: GAO analysis of Massachusetts Executive Office of Education data.

Note: The Governor plans to use approximately \$20 million from the government services fund for public safety in fiscal year 2010.

In March 2009, Massachusetts had not planned on using any of its SFSF funds for fiscal year 2009 for kindergarten to 12th grade (K-12) education and had anticipated having \$590 million remaining for use after fiscal year 2010. However, since March, the state has altered its planned uses of SFSF funds for later years to include \$412 million in spending for K-12 education for fiscal year 2009. This additional spending was prompted by further declines in state revenues that forced the already cash-strapped state in May to reduce its own fiscal year 2009 contributions to K-12 education by the same amount. The state used \$322 million in education stabilization funds and \$90 million, or about half, of its government services funds to backfill these cuts. These funds were available to school districts in late June 2009. Officials from one school district said they would use these funds to meet payroll for the last quarter of fiscal year 2009.

SFSF spending in 2010 is estimated to represent about 3 percent of the state's spending on K-12 education. The state's total fiscal year 2010 budget for K-12 education is projected to be \$5.3 billion, of which about \$896 million comes from non-Recovery Act federal spending. State officials told us that, given the state's level of spending on K-12 education, they were not at risk of failing to meet the SFSF maintenance-of-effort requirement to maintain support for K-12 at least at the level of such support in fiscal year 2006. State officials told us that projected state K-12 education spending far exceeds 2006 levels. However, this is not the case for higher education. Similar to K-12 education, states must maintain their higher education spending at least at fiscal year 2006 levels to meet the SFSF maintenance-of-effort requirement. Officials explained that current spending for higher education in Massachusetts is not far from the fiscal year 2006 levels.

To ensure that the state would be eligible to receive SFSF funding, state officials indicated in their application that they would apply for a maintenance-of-effort waiver for higher education for fiscal year 2010. State officials want to use state education spending as a percent of total state revenue when compared with the preceding year to meet their maintenance-of-effort requirement for higher education, rather than as aggregate spending on a per full-time equivalent student basis. State officials showed in their SFSF application that proposed education spending—for both K-12 and higher education—for fiscal year 2010 as a percent of revenue, is slightly greater than in fiscal year 2009, even though actual spending will be less.<sup>21</sup> The state SFSF application was approved on May 27, 2009.

In mid-May, education officials from the Boston Public Schools and the Lawrence Public Schools discussed with us their planned use of SFSF

<sup>&</sup>lt;sup>24</sup>The maintenance-of-effort waiver criterion for fiscal year 2010 is that the percentage of the total state revenues used to support public education for the fiscal year is at least as great as the percentage of the total state revenues used to support public education for fiscal year 2009.

funding for the last quarter of fiscal year 2009 and for fiscal year 2010. 22 Officials from Lawrence Public Schools, with an enrollment of approximately 12,000 students, said that if they get SFSF funds in lieu of the state dollars they were expecting for fiscal year 2009, they also receive the SFSF fiscal year 2010 dollars that the Governor announced in March, and there are no additional cuts to state education funding, they will use the funds to help them maintain their current level of instruction, including avoiding some layoffs. Lawrence Public Schools officials said that the SFSF funds they hope to receive, \$14.3 million for fiscal year 2009 and \$6.7 million for fiscal year 2010, would help them avoid a layoff of 123 of the 2,000 staff members, including 90 teachers. According to Lawrence Public Schools officials, almost 100 percent of their budget comes from the state. These officials noted that some of the funds greater than those needed to meet contractual obligations will be used for capital improvements on several buildings over 100 years old. Officials from the Boston Public Schools, with an enrollment of nearly 56,000 students, said they were not expecting to receive any SFSF funding for fiscal year 2010because their education spending was already at the level set by the state's primary funding formula. They said that the \$23 million in SFSF they receive for fiscal year 2009 will just replace the state's shortfall, not allowing them to do anything differently than planned.

ESEA Title I, Part A
Education Funds
Flowing to School
Districts through
Existing Mechanism

The Recovery Act provides \$10 billion in additional funds to help local education agencies (LEAs) educate disadvantaged youth by making additional funds available under Title I, Part A of the Elementary and Secondary Education Act (ESEA) of 1965. The Recovery Act requires these additional funds to be distributed through states to LEAs using existing federal funding formulas. These formulas are based on factors such as the concentration of students from families living in poverty. A total of 258 of the state's 391 school districts, regional technical vocational schools, and charter schools are eligible to receive these funds. In using the funds, local education agencies (LEA) are required to comply with current statutory and regulatory requirements. One of these requirements

<sup>&</sup>lt;sup>22</sup>We conducted site visits to the Boston Public Schools and the Lawrence Public Schools. We chose these districts based on estimated ESEA Title I allocations and the number of schools in improvement under ESEA requirements. In Massachusetts, schools and districts are identified for improvement when, for 2 or more consecutive years, they do not make adequate yearly progress toward meeting performance targets for English and/or math. Boston Public Schools is a large city school district with 102 schools in need of improvement. Lawrence Public Schools is a large suburban school district with 20 schools in need of improvement.

is that an LEA may only receive funds for a fiscal year if per-student funding or the aggregate expenditures of the LEA and the state, with respect to the provision of free public education by the LEA for the preceding fiscal year, were not less than 90 percent of such funding for the second preceding fiscal year. LEAs must obligate 85 percent of its fiscal year 2009 funds (including Recovery Act funds) by September 30, 2010, unless granted a waiver, and all of their funds by September 30, 2011. The U.S. Department of Education (Education) is advising LEAs to use the funds in ways that will build their long-term capacity to serve disadvantaged youth, such as through providing professional development to teachers. Education also is encouraging LEAs to give particular consideration to early childhood education programs.

Education allocated the first half of states' ESEA Title I, Part A allocations on April 1, 2009, with Massachusetts receiving \$81.8 million of its total \$163 million allocation. In fiscal year 2009, Massachusetts's regular ESEA Title I allocation was approximately \$234 million. The state is expecting its regular allocation to be slightly more in fiscal year 2010, about \$244 million. According to state education officials, they view Recovery Act ESEA Title I funds as an addition to their regular allocation.

LEAs began receiving ESEA Title I Recovery Act funds on July 1, 2009, and will continue to draw down funds as they incur allowable expenses. State officials required LEAs to submit an application prior to receipt of these funds. The state is using its usual administrative processes to make these funds available to LEAs.

Both state and local officials talked about the Recovery Act's goal of job preservation and creation. They explained that ESEA Title I funds are unlikely to generate new positions but may help with job retention for teachers and staff. State and Boston Public Schools officials suggested that there is tension between the Recovery Act's goal of job creation and Education's guidance to invest these one-time funds thoughtfully to minimize the "funding cliff" that would occur once those funds are no longer available. Education officials said that ESEA Title I requirements are stringent, and funding can only be used for limited purposes. Massachusetts provided guidance to its LEAs, encouraging them to make strategic investments that will have an impact beyond fiscal year 2010 and fiscal year 2011, when Recovery Act funding is gone. State officials provided LEAs with a list of some of the ways a district could use its Recovery Act funds to make strategic investments. The list included, among other things, investing in licensure and career development,

dropout prevention, professional development, and purchase of equipment.

Officials from the Boston Public Schools, which is receiving \$20.9 million from the first allocation of ESEA Title I Recovery Act funds, said that they will seek a waiver from Education to the ESEA Title I supplemental educational services requirement. Under ESEA Title I, supplemental educational services must be available to students in schools that have not met state targets for increasing student achievement (adequate yearly progress) for 3 or more years. Boston education officials explained that they intend to use their regular ESEA Title I allocation for supplemental educational services. <sup>35</sup> but said they would like to use their Recovery Act funds for benchmarking assessment, a student information system, and targeted upgrades of computer facilities for teacher and student use. According to Boston education officials, these investments can positively impact the learning of students districtwide, unlike supplemental educational services that tend to benefit individual students.

State Officials Required Submission of Application for Receipt of Recovery Act IDEA Parts B and C Funds The Recovery Act provides supplemental funding for programs authorized by Parts B and C of the Individuals with Disabilities Education Act (IDEA), the major federal statute that supports special education and related services for infants, toddlers, children, and youth with disabilities. Part B provides funding to ensure preschool and school-aged children with disabilities have access to a free and appropriate public education, and Part C programs provide early intervention and related services for infants and toddlers with disabilities or at risk of developing a disability and their families. IDEA funds are allocated to states through three grants—Part B preschool age, Part B school age, and Part C grants for infants and families. States were not required to submit an application to Education in order to receive the initial Recovery Act funding for IDEA, Parts B and C (50 percent of the total IDEA funding provided in the Recovery Act). States will receive the remaining 50 percent by September 30, 2009, after submitting information to Education addressing how they will meet Recovery Act accountability and reporting requirements. All IDEA

<sup>&</sup>lt;sup>25</sup>The term "supplemental educational services" means tutoring and other supplemental academic enrichment services that are in addition to instruction provided during the school day, which are specifically designed to increase the academic achievement of eligible students as measured by the state's assessment system and enable these children to attain proficiency in meeting state academic achievement standards.

Recovery Act funds must be used in accordance with IDEA statutory and regulatory requirements. Included in these are the following:

- a maintenance-of-effort requirement that state and local expenditures for special education not fall below those of the previous fiscal year;
- a requirement that Part B funds supplement, rather than supplant, state and local funding.

Education allocated the first half of the states' IDEA allocations on April 1, 2009, with Massachusetts receiving a total allocation of about \$149 million for all IDEA programs. The largest share of IDEA funding is for the Part B school-aged program for children and youth. The state's initial allocation  $% \left\{ \left( 1\right) \right\} =\left\{ \left( 1$ 

- \$5.1 million for Part B preschool grants, \$140.3 million for Part B grants to states for school-aged children and
- youth, and \$3.7 million for Part C grants for infants and families for early intervention services.

Seven LEAs received IDEA Part B funds in early June to make up for funding cuts at the local level. As of July 2009, the remaining LEAs with approved applications can begin receiving funds and can continue to do so as needed.

The state required its LEAs to submit applications to the state for IDEA Part B funds. As part of the application for grants for school-aged children and youth, LEAs had to specify how they planned to use at least 50 percent of their total fiscal year 2010 Recovery Act Part B allocation to assist students with disabilities and advance education reform in four areas: (1) educator quality and effectiveness, (2) enhanced systems and programs for students with disabilities and their families, (3) assessment and data systems, and (4) college and career readiness. The state suggested that no more than 50 percent of the remaining total allocation be used for recovery purposes to sustain and support existing special education programs and to advance short-term economic goals by spending quickly to save jobs and improve student achievement.

State officials said they provided guidance related to IDEA Part B maintenance-of-effort requirements, consistent with their understanding, to LEAs through presentations around the state and postings on their Web site. However, Boston Public Schools officials still had questions. Officials from the Boston Public Schools, which received an initial allocation of \$10 million in IDEA Recovery Act funds, want additional guidance from Education. Specifically, Boston school officials want guidance on the impact reserving funds for prereferral to special education interventions will have on the requirement that Part B funds supplement, rather than supplant state and local funding.

Boston Public Schools officials said they plan to use their initial Recovery Act IDEA funds to invest in some positions, prereferral to special education interventions, autism technology and training, and expansion of inclusion activities. According to Boston officials, they want to decrease the number of students who are referred to special education. Currently, the Boston Public Schools has a 20 percent referral rate to special education, officials said they want to provide more and better services to those students who need special education services. For example, Boston officials said that they cannot provide the full range of services that autistic children might need. Through purchasing technology and training staff, they might be able to provide services to more autistic children.

Officials from the Lawrence Public Schools, which received an initial allocation of \$2.4 million in IDEA Recovery Act funds, said they are comfortable with the guidance they received from state officials and Education. Lawrence officials said they are considering several ways to use their initial allocation, including professional development and the purchase of alternative instructional models. According to Lawrence officials, by building the capacity of all teachers, they anticipate that they may reduce the need for special education services.

Massachusetts Using WIA Youth Funds to Create Summer Employment Opportunities within Targeted Municipalities The Recovery Act provides an additional \$1.2 billion in funds nationwide for the Workforce Investment Act (WIA) Youth program to facilitate the employment and training of youth. The WIA Youth program is designed to provide low income in-school and out-of-school youth age 14 to 21, who have additional barriers to success, with services that lead to educational achievement and successful employment, among other goals. The Recovery Act extended eligibility through age 24 for youth receiving services funded by the act. In addition, the Recovery Act provided that, of the WIA Youth performance measures, only the work-readiness measure is required to assess the effectiveness of summer only employment for youth served with Recovery Act funds. Within the parameters set forth in federal agency guidance, local areas may determine the methodology for

measuring work readiness gains. The program is administered by the U.S. Department of Labor and funds are distributed to states based upon a statutory formula; states, in turn, distribute at least 85 percent of the funds to local areas, reserving up to 15 percent for statewide activities. The local areas, through their local workforce investment boards, have flexibility to decide how they will use these funds to provide required services. In the conference report accompanying the bill which became the Recovery Act, <sup>24</sup> the conferees stated that they were particularly interested in states using these funds to create summer employment opportunities for youth. Summer employment may include any set of allowable WIA Youth activities—such as tutoring and study skills training, occupational skills training, and supportive services—as long as it also includes a work experience component. Work experience may be provided at public sector, private sector, or nonprofit work sites. The worksites must meet safety guidelines and federal and state wage laws. <sup>26</sup>

The Executive Office of Labor and Workforce Development (EOLWD) oversees the WIA Youth program in Massachusetts, along with other workforce-related programs such as the unemployment insurance, workforce development, and employment service programs. The state is divided into 16 local workforce investment areas, each with its own workforce investment board, which oversees the WIA Youth program, as well as other employment and training programs. At the state level, EOLWD contracts the oversight, technical assistance and monitoring of WIA services to the Commonwealth Corporation-a quasi public agency created by the State Legislature. Financial contracts for WIA Youth funding are issued through a state contracting process that includes all United States Department of Labor Employment and Training Administration resources that is managed by EOLWD's Department of Workforce Development and Division of Career Services. The state develops guidance that is disseminated through the Commonwealth Corporation to the local boards. Each board then manages its WIA programs directly or procures a third party to manage the programs.

<sup>&</sup>lt;sup>24</sup>H.R. Conf. Rep. No. 111-16, at 448 (2009).

 $<sup>^{26}</sup>$ Current federal wage law specifies a minimum wage of \$6.55 per hour until July 24, 2009, when it becomes \$7.25 per hour. Where federal and state law have different minimum wage rates, the higher standard applies. The Massachusetts minimum wage rate is \$8.00 per hour. Mass. Gen. Laws ch. 151,  $\S$  1

Massachusetts Is Leveraging Recovery Act Dollars to Expand Summer Youth Services EOLWD allocated \$21,112,332 of the \$24,838,038 WIA Youth Recovery Act funds to the 16 workforce investment areas within the state. EOLWD officials stated that they have instructed the local boards to spend the majority of their Recovery Act funds, at least 60 percent, by September 30, 2009, and the remainder of the funds by September 2010, with the goal of rapidly stimulating the economy. As of June 23, 2009, about \$728,000 (3 percent) of the \$24.8 million in WIA Youth Recovery Act money has been expended in total. The two local boards we visited, the Central Massachusetts Workforce Investment Board in Worcester and the Lower Merrimack Workforce Investment Board in Lawrence, were allocated about \$2.0 million and \$1.5 million in WIA Youth Recovery Act money, respectively. The Central Massachusetts Board has spent about \$346,000about 18 percent of their total WIA Youth Recovery Act Funds as of June 23, 2009, while the Lower Merrimack Valley Board has spent about \$54,000—about 4 percent as of June 23, 2009. Officials from both boards stated that these expenditures were for planning and administration activities to get their summer programs operational.

EOLWD has proposed recommendations on how to use the 15 percent WIA Youth state set-aside funds. Officials stated that a portion of the funds will go to the Commonwealth Corporation for monitoring local board activities. The Commonwealth Corporation plans to use these funds to hire additional staff to assist with its monitoring. The state has used some of these funds to develop an eligibility guidance tool for state agencies and local boards and to provide a series of eligibility and workplace safety trainings.

According to State officials, WIA Youth Recovery Act dollars will be used to fund summer programs in all cities and towns in all 16 workforce investment areas. The programs will serve about 6,500 eligible youth this summer, with each youth working an estimated 30 hours per week for 8 weeks at the rate of \$8 per hour. In total, the Governor's Office plans to create about 10,000 summer jobs for youth in 60 communities across the state by leveraging and coordinating \$21.1 million in Recovery Act WIA Youth funds, \$3.1 million in Recovery Act Edward Byrne Memorial Justice Assistance Grant (JAG) funds provided to the state Executive Office of Public Safety and Security, and \$6.7 million in state funded Youthworks

<sup>&</sup>lt;sup>28</sup>In state fiscal year 2008, 14 of the 16 local workforce boards operated Youthworks

program." The Governor stated that this approach will maximize state and federal resources, increase the number of jobs for young people, and expand services for youth up to age 24.8 It is proposed that the JAG funding will create new summer jobs programs in 35 cities and towns that previously did not have summer programs. The state funded Youthworks program will target 25 cities and towns in the state and only serves young people from these communities.

The Central Massachusetts Board plans to use their WIA Youth Recovery Act money to serve 500 youth in three local regions by offering youth work experience combined with training. The board has put out a request for proposal for these opportunities. Local officials will match the youth with the different opportunities proposed by providers. It has contracted out the administration of its WIA Youth funds to the Worcester Community Action Council, Inc., which will conduct youth outreach, compile youth applications, and provide completed applications to the board for enrollment.

The Lower Merrimack Board plans to use their WIA Youth Recovery Act money to serve 700 youth by offering them either work experience or work experience combined with training, and has put out a request for proposal for these opportunities. Local officials stated that an example of work experience combined with training would be a program that employs the youth for part of the day (such as a basketball coach at a Boys and Girls Club), and then provides the youth a learning opportunity (such as

<sup>&</sup>lt;sup>27</sup>For state fiscal year 2008, the state served 3,827 youth (130 percent of their target goal for youth served) through the state Summer Youthworks program with \$5,660,334 in funding and 433 youth (152 percent of their target goal for youth served) through the state Youthworks Year-Round program with \$689,665 in funding.

<sup>&</sup>lt;sup>26</sup>The Recovery Act extended eligibility through age 24 for youth receiving services funded by the Recovery Act. For state fiscal year 2010, the state funded Youthworks program will provide employment opportunities to youth ages 14 to 21 that are from families that are below 200 percent of the federal poverty level and placed at risk by one or more risk factors.

<sup>&</sup>lt;sup>29</sup>In state fiscal year 2008, the Central Massachusetts Board served 387 youth (139 percent of their target goal for youth served) through the state Summer Youthworks program with \$533,081 in funding. For state fiscal year 2009, the board plans to serve an additional 300 youth through the state-funded Youthworks program in the City of Worcester.

<sup>&</sup>lt;sup>30</sup>In state fiscal year 2008, the Lower Merrimack Board served 197 youth (113 percent of their target goal for youth served) through the state Summer Youthworks program with \$336,655 in funding. For state fiscal year 2009, the board plans to serve an additional 205 youth through the state-funded Youthworks program.

academic tutoring) for the other part of the day. The board works with the ValleyWorks One-Stop career center to operate the youth summer program and with the Division of Grants Administration, a division of the city of Lawrence, to administer the youth summer program and intends to target some older youth. As of June 26, 2009, the board has 315 completed applications for the WIA Youth summer program and should meet its goal of 700 youth with the applications it has in progress. Vouth will actually be enrolled on the first day of the program, July 6, 2009.

### WIA Youth Program Operation Presents Challenges

State officials expressed concern regarding the documentation requirements for youth to qualify for the WIA Youth program, particularly as compared to the requirements of their state funded Summer Youthworks program for state fiscal year 2010. The WIA Youth program's documentation requirements are more restrictive than the state-administered program, impacting the ease with which youth can document their eligibility. For example, youth entering the state program can demonstrate their financial eligibility if they receive benefits from the federal free lunch program. In contrast, to obtain WIA Youth services, youth must produce documentation such as a gross wages and salary statement.

State and local officials also stated that the accelerated time frames to enroll youth in the program while still meeting all of the Recovery Act provisions is challenging. State officials also expressed a concern that the two workforce investment boards that do not run summer programs through the state funded Youthworks program may face challenges in starting new programs. State officials told us that they plan to conduct more oversight of these two Boards. Finally, officials from one board we visited stated that it will be logistically challenging for them to deliver and collect weekly timesheets from the numerous youth in the program.

<sup>&</sup>lt;sup>51</sup>The board is targeting youth who may also be currently classified as a dislocated worker and receiving unemployment insurance. For these youth to join the summer program, they would have to forgo their unemployment insurance benefits.

 $<sup>^{50}</sup>$  There are 292 applications awaiting only a work permit, and another 308 applications require the youth to participate in orientation and submit documents requesting a work request.

<sup>&</sup>lt;sup>30</sup> Fourteen of the 16 local boards ran a stand-alone summer youth employment program in 2008. Although WIA Youth requires a summer component in its year-round program, it does not provide for a stand-alone summer program. Smaller WIA boards do not typically run stand-alone programs.

Officials from both local boards we visited stated that they had very little time between when they were allocated the grant and when the first youth are expected to begin the program. Moreover, the Lower Merrimack Board had to quickly ramp up to hire and train staff to administer the WIA Youth summer program, and it faced logistical issues with securing the physical space for staff to work. Officials from this board also stated that they were surprised that some providers they had worked with in the past did not submit proposals for work experiences combined with a training component this year. For example, the Learning for Life program within the Haverhill Public Schools has submitted proposals in prior years but did not submit a proposal this year.

Since the youth participating in WIA summer youth employment activities will be subsidized by Recovery Act funds, the state has instructed local areas to take precautions regarding worksite placements to ensure that WIA Youth-funded work experiences do not unfavorably impact current employees or replace the work of employees who have experienced a layoff. State guidance specifies that WIA Youth-funded work experiences are to increase the work-readiness skills of youth and are not designed to enhance the profit margin of a company. For example, officials at the Lower Merrimack Board told us that they are working with one municipality and a local union to ensure that the WIA Youth funded summer positions are not supplanting municipal jobs.

Massachusetts Has Proposed Priority Areas for Edward Byrne Memorial Justice Assistance Grant Funding The Edward Byrne Memorial Justice Assistance Grant (JAG) Program within the Department of Justice's Bureau of Justice Assistance (BJA) provides federal grants to state and local governments for law enforcement and other criminal justice activities, such as crime prevention and domestic violence programs, corrections, treatment, justice information sharing initiatives, and victims' services. Under the Recovery Act, an additional \$2 billion in grants are available to state and local governments for such activities, using the rules and structure of the existing JAG program. The level of funding is formula-based and is determined by a combination of crime and population statistics. Using this formula, 60 percent of a state's JAG allocation is awarded by BJA directly to the state, which must in turn allocate a formula-based share of those

<sup>&</sup>lt;sup>34</sup>Previous Learning for Life proposals were to serve in-school youth with both an education component for a portion of the day—such as classroom learning, as well as a work activity—such as working in the Haverhill City Hall Café.

funds to local governments. The remaining 40 percent of funds is awarded directly by BJA to eligible units of local government within the state.38 The total JAG allocation for Massachusetts state and local governments under the Recovery Act is about \$40.8 million, a significant increase from its previous fiscal year 2008 allocation of about \$3.1 million. JAG funds going directly to the state government are expected to total approximately \$25 million, consistent with the Recovery Act's allocation formula, while Massachusetts cities and towns will receive about \$15.7 million directly in funds. Of JAG funds going to the Massachusetts state government, most (about \$13.6 million) is planned to be used to supplement current state public safety programs and retain jobs and support core services.36 These state-run programs have been generating deficits from their statesupported funds. In addition, state government officials plan to use about \$5.9 million to support local law enforcement agencies across the state whose operations have been adversely affected by state and local budget conditions, while a portion, about \$3.1 million, will be used to supplement an annual summer jobs program targeted to at-risk youth administered by workforce investment boards throughout the state. For the \$5.9 million planned to support local law enforcement agencies, the state is establishing grant criteria and awaiting project proposals from cities and towns. The remainder of funds (approximately \$2.4 million) are planned for state JAG administration.

Even though BJA approved the state's application, Massachusetts was not to obligate, expend, or draw down JAG funds until the state resolved special conditions specified in BJA's grant approval letter, such as addressing outstanding audit report findings. According to state officials, one audit found that federal grant funds had been allocated to the wrong state agency; however, these officials noted that this finding was addressed by reallocating these funds to the correct state agency. State officials told us that they subsequently submitted documentation to BJA to address these conditions. According to state officials, as of June 2, 2009, these special conditions were met, and the state subsequently received notice that BJA approved the state's grant and lifted all conditions. State

<sup>&</sup>lt;sup>36</sup>We did not review these funds awarded directly to local governments in this report because the Bureau of Justice Assistance's solicitation for local governments closed on June 17.

 $<sup>^{36}\</sup>mathrm{As}$  of June 18, 2009, \$12.7 million has been allocated for the Massachusetts Department of Correction (MADOC) for medical, dental, and mental health services for those incarcerated by MADOC.

officials say that funds will be available for use for the WIA Youth program after officials from the Executive Offices of Public Safety and Security and Labor and Workforce Development sign an interagency agreement and the Office of the State Comptroller processes the necessary paperwork.

Massachusetts Receiving Large Influx of Recovery Act Weatherization Funds with Plans to Begin Weatherizing Housing Units July 2009 The Recovery Act appropriated \$5 billion for the Weatherization Assistance Program, administered by the U.S. Department of Energy (DOE) through each of the states and the District of Columbia. This funding is a significant addition to the annual appropriations for the weatherization program that have been about \$225 million per year in recent years. The program is designed to reduce the utility bills of low-income households by making long-term, energy-efficiency improvements to homes by, for example, installing insulation, sealing leaks around doors and windows, or modernizing heating equipment and air circulating fans. During the past 32 years, the Weatherization Assistance Program has assisted more than 6.2 million low-income families. According to DOE, by reducing the utility bills of low-income households instead of offering aid, the Weatherization Assistance Program reduces their dependency by allowing these funds to be spent on more pressing family needs.

DOE allocates weatherization funds among the states and the District of Columbia, using a formula based on low-income households, climate conditions, and residential energy expenditures by low-income households. DOE required each state to submit an application as a basis for providing the first 10 percent of Recovery Act allocation. DOE will provide the next 40 percent of funds to a state once the department has approved its state plan, which outlines, among other things, its plans for using the weatherization funds and for monitoring and measuring performance. DOE plans to release the final 50 percent of the funding to each state based on the department's progress reviews examining each state's performance in spending its first 50 percent of the funds and the state's compliance with the Recovery Act's reporting and other requirements.

In Massachusetts, a network of 12 community-based organizations operates the Weatherization Assistance Program under contract within the

state's Department of Housing and Community Development (DHCD). The Community Services Unit within DHCD has administrative, programmatic, and fiscal oversight of the program. Massachusetts expects to receive about \$122 million in Recovery Act funds over a 3-year period. This represents a significant funding increase over prior weatherization program funding. For example, Massachusetts received \$6.5 million and \$11.7 million in fiscal years 2008 and 2009, respectively. After applying for funding on March 23, 2009, Massachusetts received approximately 10 percent, or over \$12 million, of their Recovery Act funds for weatherization on April 3, 2009. In an April 2, 2009, e-mail from a DOE program manager, Massachusetts was advised that these funds could be spent on development of the state Recovery Act plan for weatherization required by DOE, application package, and other activities such as training.38 Massachusetts, however, has not used this initial allocation, but rather used DOE fiscal year 2009 weatherization funds to fund expense related to the development of the state plan, application package, and other activities (as well as weatherization activities). According to state officials, they plan to begin dispersing the Recovery Act funds at the beginning of the state's fiscal year 2010, which is on July 1, 2009. According to a DHCD official, the 10 percent already received and the 40 percent that the state will receive upon plan approval will be used for the same purpose-completion of weatherization work and related expenses in accordance with the approved state plan. Massachusetts submitted its Recovery Act weatherization plan to DOE for review and approval on May 11, 2009. Because DOE has yet to approve its state plan, Massachusetts is not yet authorized to obligate any of the Recovery Act funds provided by DOE.  $^{\rm so}$ 

Once the state plan is approved by DOE, DHCD will issue contracts to its local subgrantees and have the contracts go through the state's accounting system. After contracts are in place, DHCD expects that obligations and

<sup>&</sup>lt;sup>38</sup>These were in accordance with Weatherization Program Notice 69-1B, Grant Guidance to Administer the American Recovery and Reinvestment Act of 2009 Funding, and applicable regulations. In addition, this e-mail advised that no Recovery Act funds could be used for production until DOE approval of state Recovery Act plans. However, on June 9, 2009, DOE issued revised guidance lifting this limitation to allow states to provide funds for production activities to local agencies that previously provided services and are included in state Recovery Act plans.

 $<sup>^{39}\!</sup>According$  to officials, they are awaiting guidance from the U.S. Department of Energy on Davis-Bacon wage rates.

expenditures at the local agencies will move quickly. Expected uses of these funds are described below.

Weatherization funds*	Estimated units	Activity
\$86,139,495	12,157	Weatherization services using existing weatherization network (Community Action Agencies and Housing Assistance Corporation)
25,000,000	3,846	Weatherization of state-owned public housing
6,000,000	923	Weatherization of expiring use/preservation properties®
1,000,000	N/A	Development of Massachusetts Clean Energy Center

Source: State Plan: 2009 American Recovery and Reinvestment Act Weatherization Assistance Program for Low Income Persons, Commonwealth of Massachusetts, Department of Housing and Community Development.

<sup>1</sup>The remainder of the \$122,077,457 allocation will be used for the administrative budget of the Massachusetts weatherization program (\$2,690,056) and for other training and technical assistance activities (\$1,247,906) other than the development of the Clean Energy Center.

This is property where owners can convert to market-rate properties after a specific passage of time or when contractual obligations expire. The effort to keep these expiring use properties affordable is

or when controlled butters can content of materials properties after a special passage of unite or when controlled butters expired to keep these expiring use properties affordable is called affordable housing preservation.

The Massachusetts Executive Office of Energy and Environmental Affairs plans to develop a training center to develop and maintain workforce and career training for energy efficiency and building science in Massachusetts.

DHCD officials began preparing for the large influx of weatherization funds by holding meetings in November 2008 with local agencies and utility program providers, asking them, for example, to hire additional administrative staff and energy auditors, as well as to recruit and train additional weatherization contractors.  $^{\rm 6}$  To reach the state's weatherization goals under the Recovery Act, the state originally planned an increase in the number of energy auditors from 42 to approximately 72 and the number of contractors from 60 to about 125 (subsequently revised to 100).41 The state is currently using 2009 existing weatherization program funds to strengthen its ability to train new-hires to the weatherization workforce. For example, in March 2009, the training process began for

 $<sup>^{60}\</sup>mathrm{Energy}$  auditors perform inspections of energy, health, and safety concerns of homes after households are determined eligible for weatherization services.

 $<sup>^{41}</sup>$ As of June 25, 2009, the hiring goal for energy auditors had been reached with the need for weatherization contractors amended to a total of 100. With 18 new weatherization contractors, the state notes that an additional 22 need to be brought under contract to meet

over 25 new energy auditors with a statewide workshop, and the department expects an ongoing focus on training and technical assistance activities not only for energy auditors, but also for private sector contractors. According to DHCD officials, they received comprehensive verbal guidance from DOE on such issues as development of and timelines for the Recovery Act state weatherization plan, grant application procedures, reporting requirements, and training plans for the weatherization workforce.

DHCD officials said that their biggest concern about Recovery Act funds for weatherization relates to the need for direction from DOE on applying Davis-Bacon wage rates. They noted that their ability to weatherize housing units with Recovery Act funds is contingent on receiving direction regarding requirements for wages as well as instructions for implementation. Officials said they have requested training related to requirements in the Davis-Bacon Act. Another concern is spending Recovery Act money quickly and effectively, while maintaining the quality of work. They also expressed concern about turnover among crew members for private sector contractors. They said this might be relatively high due to such factors as outside work in extreme temperatures or inside work in restricted areas such as attics and crawlspaces.

<sup>&</sup>lt;sup>62</sup>The training was focused on such issues as how the weatherization program works in Massachusetts; the expectation for energy auditors who are essentially job-site coordinators working with the weatherization program contractor; quality assurance requirements; the importance of accurate measurements; health and safety concerns, requirements, and testing; the use of special instrumentation; identifying thermal and air barriers; attic and sidewall insulation; and heating system identification, combustion, and safety testing. Most of these auditors were expected to be certified through DHCD's Energy Auditor Certification process by June 2009.

 $<sup>^{69}\</sup>mathrm{This}$  is in response to increased funding from both the Recovery Act as well as the 2009 weatherization program grant in addition to increased low-income rate payer utility efficiency program funding.

### Local Housing Agencies Receive Capital Formula Grants

The Public Housing Capital Fund provides formula-based grant funds directly to public housing agencies to improve the physical condition of their properties for the development, financing, and modernization of public housing developments, and for management improvements.44 The Recovery Act requires the U.S. Department of Housing and Urban Development (HUD) to allocate \$3 billion through the Public Housing Capital Fund to public housing agencies using the same formula for amounts made available in fiscal year 2008. Recovery Act requirements specify that public housing agencies must obligate funds within 1 year of the date they are made available to public housing agencies, expend at least 60 percent of funds within 2 years of that date, and expend 100 percent of the funds within 3 years of that date. Public housing agencies are expected to give priority to projects that can award contracts based on bids within 120 days from the date the funds are made available, as well as projects that rehabilitate vacant units, or those already under way or included in the required 5-year Capital Fund plans. HUD is also required to award \$1 billion to housing agencies based on competition for priority investments, including investments that leverage private sector funding or financing for renovations and energy conservation retrofit investments. On May 7, 2009, HUD issued its Notice of Funding Availability (NOFA) that describes the competitive process, criteria for applications, and time frames for submitting applications.45

<sup>&</sup>lt;sup>44</sup>Public housing agencies receive money directly from the federal government (HUD). Funds awarded to the public housing agencies do not pass through the state budget.

 $<sup>^{46}\</sup>mathrm{HJD}$  released a revised NOFA for competitive awards on June 3, 2009. The revision included changes and clarifications to the criteria and timeframes for application, and to funding limits.

Figure 4: Percent of Public Housing Capital Funds Allocated by HUD That Have Been Obligated and Drawn Down in Massachusetts

Funds obligated by HUD

Funds obligated by public housing agencies

3.8%

0.4%

0.4%

\$309,327

As described in figure 4, in Massachusetts, all 68 public housing agencies eligible for Recovery Act formula grant awards received a total of \$81,886,976 from the Public Housing Capital Fund formula grant awards. \$6 As of June 20, 2009, \$3,091,247 (3.8 percent) of the total amount had been obligated by 20 Massachusetts public housing agencies and \$309,327.23 (.4 percent) had been drawn down or expended by 6 Massachusetts public housing agencies.

We visited the Boston Housing Authority and the Revere Housing Authority in Massachusetts for site visits related to their use of Capital Fund formula grants totaling \$33,653,805. We selected the Boston Housing Authority because it received the largest capital fund grant allocation in Massachusetts and selected the Revere Housing Authority because it was

 $<sup>^{\</sup>rm 46}$  Individual awards ranged from \$13,311 for the Hanson Housing Authority to over \$33 million for the Boston Housing Authority.

designated as "troubled" by HUD several years ago. "Their grants were awarded on the basis of the Capital Fund formula used for awards made in fiscal year 2008 and computed based on data on buildings and units reported to HUD as of September 30 of the prior fiscal year. "

Officials at the Boston Housing Authority, which was allocated \$33,329,733, met weekly for several months to select projects in light of Recovery Act priorities. Of the 15 projects finally selected, 11 of those were part of the 5-year capital plan and the remaining four selected on the basis of needs identified outside 5-year capital plans. The 15 projects did not address the Recovery Act requirement that housing agencies give priority to projects that can award contracts based on bids within 120 days from the date the funds are made available. Boston Housing Authority officials had determined that awarding construction contracts of any size or complexity based on a fair public bidding process within 120 days with no prior notice would be highly unlikely. For example, state building code requirements, they said, require that a registered architect or engineer complete the design phase of a project before notice can be given to potential bidders.  $^{\theta}$  According to Boston Housing Authority officials, while there were other projects with a completed design phase and which were ready to bid, these had reached that stage because funding other than Recovery Act monies had already been allocated and budgeted for those projects. Officials believed that to change the funding for these projects to Recovery Act funding would violate the Recovery Act prohibition on supplanting funds. In addition, since Boston Housing Authority officials stated that they do not have vacant units beyond vacancies from normal turnover, the Recovery Act priority for rehabilitation of vacant units was inapplicable.

For the 15 projects selected, the Boston Housing Authority plans to use all \$33 million of its grant allocation for these projects which will serve 5,090 units with completion of all projects expected by the end of 2011. These projects range from redevelopment to bathroom and plumbing system replacements, boiler replacements, roof replacements, and adding security

 $<sup>^{47}\!\</sup>mathrm{On}$  January 31, 2007, the housing authority's progress in addressing issues leading to this designation led HUD to remove the authority from a "troubled" status.

 $<sup>^{48}\</sup>text{Each}$  public housing authority's amount from the Capital Fund formula is the average of the public housing authority's share of existing modernization need and its share of accrual need (by which method each share is weighted 50 percent). 24 C.F.R.  $\S$  905.10.

 $<sup>^{\</sup>rm 49}780$  CMR 116.0 of the Massachusetts State Building Code.

features to elevators and lobbies at multiple locations. As of June 30,2009, Recovery Act funds had not been drawn down to pay for any of the 15 projects.

One example of a current, already-planned, project that the Boston Housing Authority determined as benefiting from additional funding from the Recovery Act is bathroom modernization of 152 units at Mary Ellen McCormack, a public housing development in South Boston. This project began in February 2009 with an estimated completion date of June 2011. Using \$3,976,000 in Recovery Act funding, this project will involve the complete replacement of all bathroom plumbing and waste lines, paint, tile, lighting, and electrical fixtures, and the installation of new venting.

The Revere Housing Authority decided Recovery Act funds would be used for one project—installing energy-efficient windows in a 100-unit housing project. Revere officials identified this project on the basis of needs which emerged after their initial capital planning process, and then included this project upon resubmission of their capital plan after the passage of the Recovery Act. To date, officials in Revere have contracted with an architectural firm to perform the following functions: analysis of current window conditions, design of new windows, administering the bidding process, reviewing bid submissions, contract administration, and closeout of the contract. While \$22,500 was obligated by the Revere Housing Authority as of June 2, 2009, they have not drawn down any funds as of June 30, 2009, but will do so once invoices are received. The project is estimated to be completed in March 2010.

Another major component of HUD Recovery Act funding for federal public housing is the competitive grants program, with \$1 billion available nationally for projects characterized by priority public housing investments intended to leverage private sector funds for renovations and energy conservation. The Boston Housing authority has begun to compile a list of proposed projects and officials told us they planned to apply for this funding. A Revere official noted that they will apply in the future.

Neither the Boston Housing Authority nor the Revere Housing Authority described challenges in accessing funds. In terms of meeting accelerated time frames, Boston Housing Authority officials described the tension between spending Recovery Act funds as effectively as they can while getting the funding out in an expeditious fashion. When asked about the Recovery Act requirement related to the application of prevailing wage rates, officials in Revere indicated that they are used to meeting Davis-Bacon requirements and view meeting these wage levels as a seamless

part of their contractual agreements with workers.  $^{50}$  Boston officials also mentioned that they are accustomed to working with Davis-Bacon requirements.

### Massachusetts Takes Steps to Oversee and Safeguard Recovery Act Funds

Central Government Entities and State Agencies Have Taken Steps to Provide Oversight of Recovery Act Funds Three state organizations—the State Comptroller's Office, the Office of Infrastructure Investment, and the Governor's Office—have all led focused efforts to ensure that agency internal control activities are sufficient for managing and overseeing Recovery Act funds. The Comptroller's Office is working with state agencies to determine whether they need to establish new processes or procedures for internal controls by instructing state agencies to update their internal control plans. This update requires state agencies to complete a self-assessment questionnaire containing specific questions on compliance with Recovery Act provisions. The Office of Infrastructure Investment has contracted with consultants on project management issues to evaluate Recovery Act prelated internal control gaps across the state and is in the process of hirtrelated internal control gaps across the state and is in the process of hirtrelated internal control gaps across the state executive agency conduct a risk assessment and had the assessments reviewed by the state oversight entities. The State Auditor's Office plans to use these assessments to target its Recovery Act oversight work.

In addition to the efforts taken by central state entities to prepare for oversight activities, executive agencies we visited plan to conduct oversight of their respective Recovery Act funds. Examples of oversight activities include conducting site visits and inspections, performing desk audits, and ensuring daily oversight of contractors. Specifically, transportation officials stated that oversight of projects includes daily

<sup>&</sup>lt;sup>50</sup>The Recovery Act requires all laborers and mechanics employed by contractors and subcontractors on Recovery Act projects to be paid at least the prevailing wages as determined under the Davis-Bacon Act. Recovery Act, div. A, title XVI, § 1606. Under the Davis Bacon Act, the Department of Labor determines the prevailing wage for projects of a similar character in the locality. 40 U.S.C. §§ 3141-3148.

oversight of both contractors and subcontractors. In addition, resident engineers for each work site keep daily records of employee hours worked and the number of items (e.g., catch basin covers) installed. Weatherization projects under DHCD must be inspected by weatherization certified auditors before a contractor is paid, and department officials participate in about 15 percent of these inspections. Officials from the Executive Office of Public Safety and Security stated that they are developing specific subgrant conditions related to Recovery Act funds, including compliance with the Office of Inspector General's rules on waste, fraud, and abuse. They will also conduct site visits and desk reviews of JAG recipients. The EOWLD stated that they will continue their existing oversight activities, such as annually reconciling the Workforce Investment Boards' planned versus actual expenses and periodically performing site visits to boards to review such items as eligibility documentation, standard operating procedures, and subrecipient monitoring.

Single Audit Results Used by State Officials for Oversight Activities Officials at the State Auditor's Office said they use the results of the Single Audit to target their oversight and require corrective action plans, when necessary. Officials from the Executive Office of Education and the Executive Office of Transportation said they review the Single Audit management decision letters to determine if any one of their programs had a finding. If there is a finding, the agency will notify the respective programmatic area and schedule meetings to address the issue. Education officials we met with stated that education findings are infrequent and typically minor in scope. However, in both 2007 and 2008, the same material weakness occurred within the Massachusetts Department of Education's Department of Early Education and Care<sup>61</sup> regarding the use of expired procurements. The State Auditor instructed the department to correct this practice, but during its 2008 Single Audit, the State Auditor reported the same finding. According to state officials, the correction to this material weakness is a multiyear process. The Massachusetts Department of Education is scheduled to complete the largest

<sup>&</sup>lt;sup>51</sup>The 2007 Massachusetts Single Audit contained three material weaknesses and other findings. The 2008 Single Audit repeated one of these material weaknesses where the Department of Early Education and Care was using four procurements created by its predecessor, the Office of Child Care Services, for services provided by federally funded child care programs that were developed between 1998 and 2001. The department had received multiple extensions from the state procurement oversight agency and was required to perform new procurements for the period beginning July 1, 2005.

procurement rebid by July 2009, and will then follow the same process for the other rebids. For the 2009 Single Audit (year ending June 30, 2009), the State Auditor is reviewing four major programs, including the Department of Early Education and Care, based on this ongoing material weakness. In addition, the state is negotiating with the firm that works on the single audit to perform more real time audits along with their typical single audits in order for the state to obtain information on internal control issues on a real time basis.

Similarly, state transportation officials stated that if any findings are uncovered during the Single Audit, they will work with the State Auditor to develop corrective action plans. Transportation officials further stated that there have not been any significant transportation findings within the past 5 years.

The 2008 Single Audit for Massachusetts contained one material weakness in the education area regarding procurement, noted above, and other findings mostly related to program monitoring and supervisory review.

State Inspector General and Auditor Have Not Finalized Oversight Plans, State Attorney General Continues Oversight Efforts with STOP Fraud Task Force Neither the State Auditor nor the State Inspector General have yet finalized their plans to conduct oversight of the state Recovery Act funds. The State Auditor's Office recently drafted an audit plan, outlining specific areas to target, and has begun some preliminary work to confirm their plans. The State Inspector General said he anticipates targeting areas where there is no other oversight by reviewing the oversight planned by the federal Inspectors General, the State Auditor, and the state Attorney General and will then fill in any gaps, with a focus on procurement. The organizations did not receive additional funding to provide Recovery Act oversight and are still uncertain about their resource levels for fiscal year 2010 (beginning July 1, 2009). The Governor's Office, however, is hoping to provide these oversight agencies with additional resources using Recovery Act administrative funds. State officials expect Massachusetts to continue experiencing larger than expected revenue shortages and therefore significant budget cuts. In addition, the STOP Fraud Task Force created by the state Attorney General continued to meet and coordinate on oversight issues. 5

 $<sup>^{82}\!</sup>$  As stated in our prior report, the state Attorney General has convened a task force to coordinate on oversight issues with the federal and state oversight community.

Given that significant amounts of Recovery Act funds are now beginning to flow to the state, it is important that oversight agencies quickly finalize their plans and shift their limited resources appropriately to safeguard these funds.

### The State Has Taken Steps to Track Recovery Act Funds

Massachusetts state and local agencies have taken steps to track the flow of Recovery Act funds coming into the state. The state Comptroller's Office is providing and updating guidance to state agencies on its Web site, working with agency financial personnel to separately code Recovery Act funds in its state accounting system, and holding weekly conference calls with these agency finance representatives to provide a question and answer forum on Recovery Act requirements. The Comptroller's Office is also generating statewide reports on Recovery Act-related revenue and spending. During meetings with the state Executive Offices of Workforce and Labor Development, Education, and Public Safety and Security, officials confirmed they are using the state's accounting system to track their respective Recovery Act funds. In addition, the Massachusetts Office of Infrastructure Investment recently contracted with a project management consultant to work with state officials on presentation and coordination of Recovery Act reporting.

While preparations have been under way, challenges with tracking Recovery Act funds remain. Some funding streams, such as unemployment insurance, were not included in the state reporting system as of the end of May 2009. According to the state Comptroller's Office, there is the risk that some expenditures will be coded as state money, rather than Recovery Act money, because some agencies do not have a past history of receiving federal funds and may therefore occasionally miscode these funds. However, he does not expect this error to occur in any material way. A more prominent challenge for the state is that those Recovery Act funds going directly to recipients other than Massachusetts state agencies—such as independent state authorities, local governments, or other entities—continues to be problematic for state-tracking purposes because these funds will not flow, and therefore not be tracked, through the state accounting system. Pending legislation, if passed, would require all entities receiving Recovery Act funds in Massachusetts to report funds received to the state.

In addition to statewide tracking activities, some agencies plan to track Recovery Act funds with their own in-house systems. For example, officials from the Executive Office of Transportation stated they have an online database that allows transportation officials to segregate, itemize,

and track Recovery Act funds. Similarly, the EOLWD has issued a budget template that requires local Workforce Investment Boards to list their planned expenditures of Recovery Act money by functional categories. The template also includes auto-fill metrics that highlight whether the Board's budget expenditures will meet state guidelines deadlines. At the local level, both of the Workforce Investment Boards we met with are issuing separate contracts for serving youth this summer and establishing separate accounting codes for tracking Recovery Act funds. The two local housing agencies we visited will use HUD's Electronic Line of Credit Control System to separately code and track Recovery Act grants. Moreover, some agencies are issuing Recovery Act monies as separate grants to ensure the separate tracking of these funds.

### Central Capacity to Track and Oversee Recovery Act Funds

Centralized tracking and oversight activities related to the Recovery Act require additional resources and the state plans to use Recovery Act funds to cover the cost of certain central administrative activities. Following May 2009 guidance from the federal Office of Management and Budget (OMB), 58 state officials plan to use the option of a percentage chargeback of certain Recovery Act funds to provide additional staffing resources to entities responsible for oversight, monitoring, and tracking Recovery Act funds. The chargeback would be used for staff additions to the recently created Office of Infrastructure Investment, the state Comptroller's Office, the state Budget Office, the State Auditor's Office, Attorney General's Office, and the state Inspector General's Office. The Governor filed legislation to put a mechanism in place for this chargeback, and the state Budget Office sent a proposal to HHS to obtain authorization to use a chargeback mechanism. In May, the Secretary of the Executive Office for Administration and Finance asked the State Auditor, the state Attorney General, and the state Inspector General to provide a detailed description of the work each office would need to perform regarding Recovery Act work, and a description of the resources each would need to perform this work. As of June 25, 2009, the State Auditor and the state Inspector General had submitted this information, and the state Attorney General planed to do so.

<sup>53</sup>OMB M-09-18, Memorandum for the Heads of Departments and Agencies.

Approaches for Assessing the Effects of Recovery Act Spending Continue to Develop Under the Recovery Act, state and local recipients are expected to report on a number of data elements, including the use of funds, the amount expended or obligated, and the estimated number of jobs created and retained. Provisions under the act also require federal agencies to adapt current performance evaluation and review processes to include information on the completion status of projects funded under the Recovery Act, as well as program and economic outcomes that are consistent with Recovery Act requirements. In addition to reporting on jobs created and retained, OMB guidance directs federal agencies to collect performance information from entities who receive funding to the extent possible. The guidance also requires agencies to instruct recipients to collect and report performance information as part of their quarterly submissions that is consistent with the agency's program performance measure. 44 The reporting requirements will allow an assessment of what OMB describes as the marginal performance impact of Recovery Act requirements.

While there are still some lingering questions related to measuring employment and the applicability of this requirement to programs funded under the act, state agencies are beginning to develop strategies for collecting and reporting employment outcomes. To date, the focus has been on incorporating federal guidance and adapting existing systems for collecting and reporting on jobs created and sustained. While there are still some lingering questions related to measuring employment and the applicability of this requirement to programs funded under the act, state agencies are beginning to develop strategies for collecting and reporting employment outcomes. In addition, existing programs that are receiving supplemental funds through the Recovery Act are beginning to address performance outcomes using existing approaches but are waiting for federal guidance before putting plans in place.

StPeter R. Orszag, Memorandum for the Heads of Departments and Agencies, Updated Implementing Guidance for the American Recovery and Reinvestment Act of 2009 (April 3, 2009). This guidance supplements, amends, and clarifies the initial guidance issued by OMB on February 18, 2009.

Various Approaches Are Being Used to Measure Jobs, but Questions about Measuring Job Creation Remain Massachusetts officials expressed some concern about how to assess the effects of Recovery Act spending in terms of jobs created and retained. The Governor's Deputy Chief Counsel told us that the state is continuing to face challenges associated with quantifying the impact of Recovery Act funds. The state Comptroller has sent guidance to chief information officers at state agencies to plan for how they will benchmark and report on the impact of Recovery Act funds. However, questions remain on how state agencies will define a job created, as well as other impacts. State agency officials are trying to be proactive by developing plans for reporting on jobs created prior to funds being spent.

The state Comptroller also reported that he does not have clear guidance on reporting requirements for each of the Recovery Act funding streams, particularly as they relate to recipient reporting and jobs reporting. The Comptroller believes his office has an obligation to provide state agencies with guidance as to which program agencies need to report and which do not. However, in the absence of clear federal guidance, he is unsure if the guidance his office has provided is accurate.

Program agency officials also expressed lingering concern about the lack of guidance specific to their individual programs. While the federal OMB has provided general guidance on the requirements that states assess and report on the effects of Recovery Act spending on jobs created and retained, OMB guidance gives federal agencies discretion in the data they choose to collect from state and local entities for their programs. For example, Massachusetts Department of Education officials stated that they are wary of the potential for a funding cliff, or the depletion of the Recovery Act funding, in 2 years, and therefore have serious concerns about using ESEA Title I funds to generate new jobs. Officials believe that local education agencies are more likely to use Recovery Act funds to retain, rather than to create, new jobs.

State program officials report using a variety of methods to measure employment outcomes which could lead to reporting inconsistencies. For example, Massachusetts transportation officials require contractors and subcontractors to submit monthly employment information, including the number of employees, hours worked, and payroll amounts, but it is unclear how this information will be used to identify new and existing employees. Moreover, transportation officials report that it is not unusual for a single worker to be employed at two projects, and in this situation, that would be considered two jobs created. Similarly, local housing agency officials told us that they will identify the number of jobs created through Occupational Safety and Health Administration cards that are required of

every individual who works on the project. In addition, the housing agency will have access to daily information on the employees working for contractors by project. However, they will not be able to track how long individuals have worked on the project. Finally, state officials overseeing Recovery Act-funded weatherization projects have developed estimates on the number of jobs that will be created—anywhere from 250 to 300 jobs—using estimates based on a model developed for DOE's Weatherization Assistance Program from the U.S. Bureau of Economic Analysis model for the construction trades. State officials also expect several spin-off jobs will be created and characterize these jobs as being an indirect result of dollars spent.

Massachusetts Agencies Are Beginning to Address Performance Reporting Requirements Using Existing Approaches OMB guidance also encourages recipients to collect and report performance information that is consistent with the agency's program performance measures and broader goals of the act. When asked about measurement of performance outcomes, some state officials reported that they are largely using existing approaches to meet these requirements. For example, public safety program officials said there are preliminary plans in place for reporting on program activities and expenditures of law enforcement programs funded through the JAG program, but the final plan would depend, in part, on what performance measures the U.S. Department of Justice ultimately requires states to use. These performance indicators are likely to include measures to improve program quality such as the amount of the award spent on improving criminal justice information systems. These officials also reported that they had plans for collaborating with the EOLWD to develop plans to report on that portion of the JAG funding that Massachusetts is using to support summer youth employment programs.

### State Comments on This Summary

We provided the Governor of Massachusetts with a draft of this appendix on June 17, 2009, and representatives from the Governor's Office and the oversight agencies responded on June 19, 2009. In general, they agreed with our draft and provided some clarifying information, which we incorporated. The officials also provided technical suggestions that were incorporated, as appropriate.

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**GAO** 

United States Government Accountability Office

Report to Congressional Committees

July 2009

# RECOVERY ACT

States' and Localities' Current and Planned Uses of Funds While Facing Fiscal Stresses (Pennsylvania)



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## Appendix XV: Pennsylvania

### Overview

The following summarizes GAO's work on the second of its bimonthly reviews of American Recovery and Reinvestment Act (Recovery Act)¹ spending in Pennsylvania. The full report covering all of our work, which covers 16 states and the District of Columbia, is available at http://www.gao.gov/recovery/.

Use of funds: GAO's work focused on nine federal programs, selected primarily because they have begun disbursing funds to states, include new programs, or include existing programs receiving significant amounts of Recovery Act funds or a significant increase in funding. Program funds are being directed to help Pennsylvania stabilize its budget and support local governments, particularly school districts, and several are being used to expand existing programs. Funds from some of these programs are intended for disbursement through states or directly to localities. The funds include the following:

- Funds Made Available as a Result of Increased Medicaid Federal Medical Assistance Percentage (FMAP). As of June 29, 2009, Pennsylvania has received nearly \$1.1 billion in increased FMAP grant awards, of which it has drawn down just over \$957 million. This is over 87 percent of the awards to date. Pennsylvania is planning to use the funds made available as a result of the increased FMAP to cover the state's increased Medicaid caseload, ensure that prompt payment requirements are met, maintain current populations and benefits, and offset the state budget deficit.<sup>2</sup>
- Highway Infrastructure Investment funds. The U.S. Department of Transportation's Federal Highway Administration (FHWA) apportioned \$1.026 billion in Recovery Act funds to Pennsylvania, of which 30 percent was required to be suballocated to metropolitan and other areas. As of June 25, 2009, the federal government had obligated \$729 million, and Pennsylvania had advertised for bids on \$754 million. For example, one project in Bedford County is a bridge rehabilitation that is expected to begin in mid-July 2009 and be completed by November 2009. A transportation enhancement project in Chester County to construct and upgrade over 1,000 access ramps for people

<sup>&</sup>lt;sup>1</sup>Pub. L. No. 111-5, 123 Stat. 115 (Feb. 17, 2009).

<sup>&</sup>lt;sup>2</sup>The increased FMAP available under the Recovery Act is for state expenditures for Medicaid services. However, the receipt of this increased FMAP may reduce the funds that states would otherwise have to use for their Medicaid programs, and states have reported using these available funds for a variety of purposes.

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with disabilities began in May 2009 and is expected to be completed in May 2010. Pennsylvania plans to use Recovery Act funds for 242 projects mainly for bridge rehabilitation and roadway resurfacing. This includes work on approximately 400 bridges, about 100 of which are structurally deficient.

- U.S. Department of Education (Education) State Fiscal Stabilization Fund (SFSF). As of June 30, 2009, Pennsylvania had not yet received its initial allocation of \$1.3 billion of its total \$1.9 billion allocation for SFSF. The Governor submitted a preliminary application to Education for initial funding on April 24, 2009, and submitted a final application on June 26, 2009. Pennsylvania will file an amended application thereafter, if necessary, based on the education provisions of the final fiscal year 2009-10 budget. According to state officials, the Governor's budget proposes to use the SFSF funds to increase education spending for school districts, whereas the Pennsylvania Senate has passed a bill to use the SFSF funds to hold education funding level. Local school districts will be uncertain about the SFSF funding until Pennsylvania adopts its budget for the fiscal year beginning July 1, 2009.
- Title I, Part A, of the Elementary and Secondary Education Act of 1965 (ESEA). Education has awarded Pennsylvania \$200 million in Recovery Act ESEA Title I, Part A, funds or 50 percent of its total allocation of \$400 million. Of these funds Pennsylvania has allocated \$385 million to state local education agencies, based on information available as of June 30, 2009. Pennsylvania plans to make these funds available to local education agencies on or after July 1, 2009, to help educate disadvantaged youth. For example, the School District of Philadelphia plans to use the funds to provide a 4-week summer school program and to increase the number of school counselors, and the Harrisburg School District will use the funds to avoid teacher layoffs.
- Individuals with Disabilities Education Act (IDEA), Part B & C. Education has awarded \$228 million in Recovery Act IDEA, Part B & C. funds, or 50 percent of its total allocation of \$456 million. Of these funds, Pennsylvania has allocated \$408 million to local education agencies, based on information as of June 26, 2009. Pennsylvania plans to make these funds available to local education agencies on or after July 1, 2009, to support special education and related services for children and youth with disabilities. For example, the School District of Philadelphia plans to fund teacher professional development and hire coaches to help special education teachers.

- Weatherization Assistance Program. The U.S. Department of Energy (DOE) allocated about \$253 million in Recovery Act weatherization funding to Pennsylvania for a 3-year period. DOE had provided Pennsylvania with its initial 10 percent allocation of funds for this program (approximately \$25 million), and Pennsylvania had obligated none of these funds as of June 30, 2009. Pennsylvania plans to begin disbursing its Recovery Act funds in July 2009 to weatherize at least 29,700 houses and create an estimated 940 jobs.
- Workforce Investment Act Youth program. The U.S. Department of Labor allotted about \$40.6 million to Pennsylvania in Workforce Investment Act Youth Recovery Act funds. Pennsylvania has allocated \$34.6 million to local workforce boards, but only 40 percent of the allocations were available for the local boards to spend before July 1, 2009; state officials expect the balance to be available on or after July 1 when they expect Pennsylvania to enact its state budget. The workforce boards' summer youth programs are set to begin operating in early July. Workforce boards in Pennsylvania plan to use 70 to 90 percent of Recovery Act funds under this program by September 30, 2009, to create about 8,700 summer jobs for their youth.
- Edward Byrne Memorial Justice Assistance grants. The Department of Justice's Bureau of Justice Assistance has awarded \$45.5 million directly to Pennsylvania in Recovery Act funding. As of June 30, 2009, none of these funds had been obligated by the Pennsylvania Commission on Crime and Delinquency, which administers these grants for the state. The commission issued the first in a series of requests for proposals on June 18, 2009. The commission plans to use its state grant funds to fund initiatives such as criminal records improvement, data management focusing on technology, assistance with local criminal justice strategic planning, data collection and program evaluation, gun violence reduction, and mental health programs.
- Public Housing Capital Fund. The U.S. Department of Housing and Urban Development has allocated about \$212 million in Recovery Act funding to 82 public housing agencies in Pennsylvania. Based on information available as of June 20, 2009, about \$5.8 million (2.7 percent) had been obligated by 42 of those agencies. At the two

<sup>&</sup>lt;sup>8</sup>We did not review Edward Byrne Memorial Justice Assistance Grants awarded directly to local governments in this report because the Bureau of Justice Assistance's solicitation for local governments closed on June 17; therefore, not all of these funds have been awarded.

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housing authorities we visited (in Harrisburg and Philadelphia), this money, which flows directly to public housing authorities, will be used for various capital improvements, including rehabilitating vacant housing units and, to a lesser extent, constructing new units, upgrading electrical and mechanical systems to meet building codes, and installing energy-efficient equipment.

Safeguarding and transparency: Pennsylvania will take several actions to safeguard Recovery Act funds and ensure transparency. It will use its existing integrated accounting system to track Recovery Act funds flowing through the state government. In June 2009, the Bureau of Audits completed its risk assessment of about 90 programs receiving Recovery Act funds and designated each program as high, medium, or low risk. The bureau also plans to focus attention on resolving Single Audit report findings and reducing the number of repeat findings. Agencies will be required to report quarterly on the status of corrective actions for Single Audit report findings, and the first quarterly reports will be due in October 2009. The Pennsylvania Stimulus Oversight Commission, chaired by the Chief Accountability Officer, holds public meetings to discuss progress on implementing Recovery Act programs. Pennsylvania's Auditor General also anticipates work auditing and investigating Recovery Act funds received by state and local agencies.

Assessing the effects of spending: Pennsylvania's Chief Accountability Officer is responsible for developing and using performance measures to demonstrate outcomes associated with Recovery Act spending and projects. Pennsylvania agencies continue to express concern about the lack of federal guidance on assessing the results of Recovery Act spending. Both state and local officials said they are awaiting further guidance from the federal government, particularly related to additional performance measures they may have to track.

Recovery Act Funding Will Help Minimize Reductions in Essential Services and Need for Tax Increases, but Work Remains to Balance the Budget Budget officials have indicated that Recovery Act funding will help Pennsylvania narrow its estimated \$3.2 billion budget gap for state fiscal year 2008-09, but lower-than-expected revenue collections have complicated efforts to balance the budget. The Pennsylvania Department of Revenue reported that as of June 1, 2009, general fund revenues collected were \$2.8 billion—or 10.9 percent—less than estimated for fiscal year 2008-09. In addition, the Secretary of the Budget reported mandatory cost increases of \$421 million across 2008-09 (\$145 million) and 2009-10 (\$276 million) because of increased demand for services during the recession. Further, the Secretary of the Budget notified the General Assembly that her office does not expect revenues to grow next fiscal year, which may contribute to a budget gap—where anticipated expenditures are greater than anticipated revenues—in fiscal year 2009-10.4

While Recovery Act funds are expected to minimize reductions in essential services and the need for state tax increases, additional actions have been taken and proposed to reduce Pennsylvania's budget gap in state fiscal year 2008-09 and balance the fiscal year 2009-10 budget. The Governor instituted several measures to reduce the budget gap in state fiscal year 2008-09, including prohibiting out-of-state travel by state employees reducing the state's contributions to the employees' health care fund, and freezing hiring. As we reported in April, the Governor also proposed to cut spending by more than \$500 million and to draw \$250 million from Pennsylvania's Rainy Day Fund to help avoid further cuts in fiscal year 2008-09. The Governor has also proposed several actions to balance the state's budget in fiscal year 2009-10, including eliminating 2,995 authorized positions, reducing the general fund budget by 8.8 percent for all areas other than education, public welfare, corrections, and probation and parole; and lowering spending by approximately \$1 billion by reducing funding for 346 programs and eliminating funding for 101 other programs. The Governor has further proposed increasing revenue by raising the cigarette tax 10 cents per pack, levying a tax on other tobacco products, and transferring lease payments from natural gas production to the general fund. In addition, the Governor has proposed using \$375 million of the Rainy Day Fund in fiscal year 2009-10, leaving a balance of \$128 million. In June 2009, the Governor announced additional actions to balance the fiscal year 2009-10 budget, including temporarily increasing the state's

<sup>&</sup>lt;sup>4</sup>Pennsylvania's state fiscal year begins on July 1 and ends on June 30.

<sup>&</sup>lt;sup>5</sup>As of February 2009, Pennsylvania's Rainy Day Fund balance was \$753 million.

personal income tax rate from  $3.07\ \rm to\ 3.57$  percent and cutting an additional \$500 million across state agencies.

The extent to which the infusion of Recovery Act funds will contribute to Pennsylvania's fiscal stability is difficult to assess at this tine in part because the General Assembly has not appropriated federal Recovery Act funds for state use. Under Pennsylvania law, federal funds must, in general, be appropriated by the General Assembly. The Governor submitted a supplemental budget request to begin spending some Recovery Act funds in fiscal year 2008-09, but the General Assembly had not passed the supplemental appropriations bill as of June 30, 2009. For fiscal year 2009-10, the Senate has passed an appropriations bill—Senate Bill 8507—that differs substantially in some key respects from the Governor's proposed budget. The Governor's proposed budget and the Senate bill differ on issues such as targeted taxes to increase revenues, the use of Pennsylvania's Rainy Day Fund, and education funding (discussed below). As of June 30, 2009, the General Assembly had not passed and the Governor had not signed a budget for fiscal year 2009-10, which begins July 1, 2009.

Even as the Pennsylvania General Assembly and Governor debate how to incorporate Recovery Act funds into the fiscal year 2009-10 budget, budget officials are looking ahead for ways to balance future budgets when this temporary funding ends. Budget officials indicated that they are taking several steps to prepare for when Recovery Act funds are phased out, including using a multiyear budget planning process, implementing \$1 billion in systemic budget cuts to control out-year spending, emphasizing onetime uses of funds where possible, and requiring agencies to use limited-term positions when hiring individuals using Recovery Act funds. State budget officials acknowledged that Pennsylvania may need to make additional cuts or consider revenue enhancements depending on how quickly the economy improves.

 $<sup>^672</sup>$  Pa. Cons. Stat.  $\S$  4615.

 $<sup>^7{\</sup>rm S.}$  850, Gen. Assem. of 2009-2010, Reg. Sess. (Pa. 2009).

 $<sup>^8</sup>$ According to the Secretary of the Budget, Senate Bill 850 was based on a projected 2008-09 budget shortfall of \$2.9 billion and assumed 1 percent growth in revenues. Based on her analysis, this budget proposal would result in a shortfall of \$1.5 billion.

## Increased FMAP Funds Have Allowed Pennsylvania to Avoid Medicaid Program Reductions

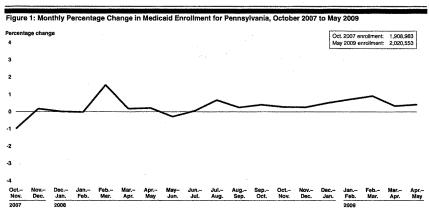
Medicaid is a joint federal-state program that finances health care for certain categories of low-income individuals, including children, families, persons with disabilities, and persons who are elderly. The federal government matches state spending for Medicaid services according to a formula based on each state's per capita income in relation to the national average per capita income. The rate at which states are reimbursed for Medicaid service expenditures is known as the Federal Medical Assistance Percentage (FMAP), which may range from 50 to no more than 83 percent. The Recovery Act provides eligible states with an increased FMAP for 27 months from October 1, 2008, through December 31, 2010.9 On February 25, 2009, the Centers for Medicare & Medicaid Services (CMS) made increased FMAP grant awards to states, and states may retroactively claim reimbursement for expenditures that occurred prior to the effective date of the Recovery Act. 10 Generally, for federal fiscal year 2009 through the first quarter of federal fiscal year 2011, the increased FMAP, which is calculated on a quarterly basis, provides for (1) the maintenance of states' prior year FMAPs, (2) a general across-the-board increase of 6.2 percentage points in states' FMAPs, and (3) a further increase to the FMAPs for those states that have a qualifying increase in unemployment rates. The increased FMAP available under the Recovery Act is for state expenditures for Medicaid services. However, the receipt of this increased FMAP may reduce the funds that states would otherwise have to use for their Medicaid programs, and states have reported using these available funds for a variety of purposes.

From October 2007 to May 2009, Pennsylvania's Medicaid enrollment grew from 1,908,983 to 2,020,553, an increase of about 6 percent. "Increases in enrollment varied during this period. (See fig. 1.) Most of the increase in enrollment was attributable to the population groups of disabled individuals and children and families.

<sup>&</sup>lt;sup>9</sup>See Recovery Act, div. B, title V, § 5001.

 $<sup>^{\</sup>rm 10}\text{Although}$  the effective date of the Recovery Act was February 17, 2009, states generally may claim reimbursement for the increased FMAP for Medicaid service expenditures made on or after October 1, 2008.

<sup>&</sup>lt;sup>11</sup>The state provided projected Medicaid enrollment data for May 2009.



Source: GAO analysis of state reported data.

Note: The state provided projected Medicaid enrollment data for May 2009.

As of June 29, 2009, Pennsylvania had drawn down just over \$957 million in increased FMAP grant awards, which is over 87 percent of its awards to date. Pennsylvania officials reported that they are planning to use the funds made available as a result of the increased FMAP to offset the state budget deficit, cover the state's increased Medicaid caseload, ensure that prompt payment requirements are met, and maintain current populations and benefits, pending state approval to do so. Pennsylvania officials also noted that given the decline in state revenues, program cuts in Medicaid would have been inevitable as the state faced a \$2.3 billion dollar gap

 $<sup>^{12}</sup> Pennsylvania$  received increased FMAP grant awards of nearly \$1.1 billion for the first three quarters of federal fiscal year 2009.

<sup>&</sup>lt;sup>16</sup>Under the Recovery Act, states are not eligible to receive the increased FMAP for certain claims for days during any period in which that state has failed to meet the prompt payment requirement under the Medicaid statute as applied to those claims. See Recovery Act, div. B, title V, \$5001(f)(2). Prompt payment requires states to pay 90 percent of clean claims from health care practitioners and certain other providers within 30 days of receipt and 99 percent of these claims within 90 days of receipt. See 42 U.S.C. §1396a(a)(37)(A).

between revenues and spending as of December 2008. "Officials added that the increased FMAP has allowed the state to maintain its Medicaid program. In the absence of these funds, officials noted that Pennsylvania would have seen a substantial reduction in funding for a number of programs because of declining state revenue. In using the increased FMAP, Pennsylvania officials reported that the Medicaid program has incurred additional costs related to development of new or adjustments to existing reporting systems or other information technology systems.

When asked about concerns related to maintaining eligibility for increased FMAP, state officials indicated that they have proceeded with caution with respect to making any programmatic changes that could be perceived as affecting eligibility. For example, the state issued operational guidelines to codify the amount of time allowed for Medicaid applicants to provide documentation of citizenship, but chose to rescind them out of concern that it could be viewed as limiting eligibility. Similarly, the officials noted that they have asked CMS for clarification on its interpretation of maintenance of eligibility requirements as they relate to Medicaid service definitions under waiver programs and prior authorization requirements. Until CMS provides answers to specific questions, the state will not take any related actions out of concern that doing so could risk its eligibility for increased FMAP.

Regarding the tracking of increased FMAP, state officials indicated that the state will rely on existing accounting systems with unique account code structures, one of which is specific to increased FMAP, to track these funds. The officials also noted that they rely on the state's claims processing system, PROMISe (Provider Reimbursement and Operations Management Information System) to ensure that filed claims meet the Medicaid requirement for allowable expenditures. The officials added that the Bureau of Program Integrity also provides oversight by identifying and reviewing potential fraud, abuse, and wasteful practices by providers of medical assistance services. In addition, as part of the state's oversight of stimulus funding, the state's Office of the Comptroller will be conducting independent reviews of the Medicaid program. In addition, the 2007 Single

<sup>&</sup>lt;sup>14</sup>As of June 2009, the estimated shortfall is \$3.2 billion.

<sup>&</sup>lt;sup>13</sup>In order to qualify for the increased FMAP, states generally may not apply eligibility standards, methodologies, or procedures that are more restrictive than those in effect under their state Medicaid programs on July 1, 2008. See Recovery Act, div. B, title V, §5001(f)(1)(A).

Audit report. For Pennsylvania identified a number of material weaknesses related to the Medicaid program. The state generally agreed with the material weaknesses that were identified, and in some cases, specified the corrective actions it undertook to address them. Specifically, state officials noted that they have been aggressively addressing the issue of documentation of eligibility determinations through training and information technology enhancements and have undertaken efforts to ensure that eligibility determinations are standard, automated, and more routine in nature. In addition, state officials said that the inaccurate reporting of \$217 million was the result of an incorrect journal entry that occurred when the state moved to an accrual basis of accounting.

More Than Half of Pennsylvania's Highway Funds Have Been Obligated, and Most Recovery Act Funds Will Be Used for Bridges and Roadway Resurfacing The Recovery Act provides funding to the states for restoration, repair, and construction of highways and other activities allowed under the Federal-Aid Highway Surface Transportation Program, and for other eligible surface transportation projects. The act requires that 30 percent of these funds be suballocated for projects in metropolitan and other areas of the state. Highway funds are apportioned to the states through existing federal-aid highway program mechanisms, and states must follow the requirements of the existing program, including planning, environmental review, contracting, and other requirements. However, the federal fund share of highway infrastructure investment projects under the Recovery Act is up to 100 percent, while the federal share under the existing Federal-Aid Highway Program is usually 80 percent.

As we previously reported, \$1.026 billion was apportioned to Pennsylvania for highway infrastructure and other eligible projects. As of June 25, 2009, \$729 million had been obligated. The U.S. Department of Transportation has interpreted the "obligation of funds" to mean the federal government's contractual commitment to pay for the federal share of the project. This commitment occurs at the time the federal government signs a project agreement and the project agreement is executed. As of June 25, 2009, \$3.4 million had been reimbursed by FHWA. States request reimbursement

<sup>&</sup>lt;sup>16</sup>The Single Audit Act of 1984, as amended (31 U.S.C. ch. 75), requires that each state, local government, or non-profit organization that expends \$500,000 or more a year in federal awards must have a single audit conducted for that year subject to applicable requirements, which are generally set out in Office of Management and Budget (OMB) Circular No. 4-133, Audits of States, Local Governments and Non-Profit Organizations (June 27, 2003). If an entity expends federal awards under only one federal program, the entity may elect to have an audit of that program.

from FHWA as the states make payments to contractors working on approved projects.

Pennsylvania has also begun to award contracts and start work. As of June 26, 2009, Pennsylvania had awarded contracts for 149 projects representing about \$349 million. Of these, 118 contracts representing about \$250 million were under way—that is, a Notice to Proceed had been issued, which authorizes a contractor to begin work. According to a Pennsylvania Department of Transportation (PennDOT) official, the contracts would be "let"—that is, bids opened or received—for the remaining 74 projects by the end of August 2009. A department official noted that bids had been opened on 168 of 242 projects, leaving bids for 74 projects to be opened. PennDOT officials expect all work to be completed on the 242 Recovery Act projects within 3 years of the date the Recovery Act was enacted.

Pennsylvania Will Use Recovery Act Funds for Bridges and Resurfacing Needs, and Bid Amounts Have Been Less Than Estimated

Pennsylvania selected projects that can be awarded quickly and focused on bridge deficiencies and roadway pavement needs (resurfacing). FHWA data show that as of June 25, 2009, most of the Recovery Act funds for Pennsylvania have been obligated for pavement improvements and bridges; lesser amounts have been obligated for other projects, such as transportation enhancements. (See table 1 for the amount of funds obligated by project type.) We looked at two projects: a bridge rehabilitation project in Bedford County and a transportation enhancement project to construct and upgrade over 1,000 access ramps for people with disabilities in Chester County. The Bedford project had not yet begun, but the Chester project began design work in May 2009. PennDOT officials said the Bedford project would begin in July 2009 and be completed by November 2009. The Chester project is expected to be  $\,$ completed by May 2010. Pennsylvania has a need for bridge projects. In September 2008, we reported that about 26 percent of bridges in Pennsylvania (about 5,800 bridges out of 22,325) were structurally deficient—a reflection of the state's consistently poor bridge conditions.17 Recovery Act funds will be used to support work on approximately 400 bridges, about 100 of which are structurally deficient.

<sup>&</sup>lt;sup>17</sup>GAO, Highway Bridge Program: Clearer Program Goals and Performance Measures Needed for a More Focused and Sustainable Program, GAO-08-1043 (Washington, D.C.: Sept. 10, 2008).

### Table 1: Highway Obligations for Pennsylvania by Project Type as of June 25, 2009

Dollars in millions	l							
	Pavement projects			Bridge projects				
	New construction	Pavement improvement	Pavement widening	New construction	Replacement	Improvement	Other*	Total
	\$0	\$285	\$9	\$0	\$28	\$209	\$198	\$729
Percent of total obligations	0	39.1	1.2	0	3.8	28.7	27.2	100.0

\*Includes safety projects such as improving safety at railroad grade crossings, transportation enhancement projects such as pedestrian and bicycle facilities, engineering, and right-ot-way purchases.

According PennDOT, bids for Recovery Act highway and bridge projects have been less than estimated. As of June 26, 2009, total bid amounts were 14.6 percent (or about \$69 million) less than original project cost estimates. PennDOT officials attributed this to the economic downturn, which has made contractors eager for the work. Department officials were reluctant to predict whether this bidding environment may continue and instead are using certain measures, such as the number of bidders, to monitor the bidding climate. Since the bidding climate can change quickly, PennDOT and FHWA officials told us that it is too early to change project cost estimating practices. FHWA officials told us that bidding is tracked over time and procedures used to develop cost estimates will eventually reflect any change in the bid climate.

Pennsylvania Expects to Meet All Recovery Act Requirements for Highway Funds, but Its Maintenance of Effort Calculation Is under Review

The Recovery Act includes a number of specific requirements for highway infrastructure spending. First, states are required to ensure that 50 percent of apportioned Recovery Act funds are obligated within 120 days of apportionment (before June 30, 2009) and that the remaining apportioned funds are obligated within 1 year.15 The 50 percent rule applies only to funds apportioned to the state and not to the 30 percent of funds required by the Recovery Act to be suballocated, primarily based on population, for

<sup>&</sup>lt;sup>18</sup>States that are unable to maintain their planned levels of effort will be prohibited from benefiting from the redistribution of obligation authority that will occur after August 1 for fiscal year 2011. As part of the federal-aid highway programs, FHWA assesses the ability of each state to obligate its apportioned flunds by the end of the federal fiscal year (September 30) and adjusts the limitation on obligations for federal-aid highway and highway safety construction programs by reducing the authority for some states to obligate funds and increasing the authority of other states.

metropolitan, regional, and local use. The Secretary of Transportation is to withdraw and redistribute to other states any amount that is not obligated within these time frames. As of June 25, 2009, 66,9 percent of the \$719 million in Recovery Act funds that are subject to the 50 percent rule for the 120-day redistribution had been obligated. PennDOT stated that it plans to meet the requirement of the law in order to take advantage of any additional funds that FHWA may not be able to obligate for other states.

Second, the Recovery Act requires states to give priority to projects that can be completed within 3 years and to projects located in economically distressed areas (EDA). EDAs are defined by the Public Works and Economic Development Act of 1965, as amended. Pennsylvania expects to have all of its 242 Recovery Act projects completed within 3 years. However, PennDOT officials acknowledged that their first priority was not selecting projects that could be completed within 3 years but rather getting projects out quickly to spur employment. This focus was consistent with guidance provided by PennDOT to its planning partners in advance of the Recovery Act advising them to develop lists of candidate projects that focused on system preservation and could be advanced within 6 months of the signing of the legislation. A PennDOT official told us that some of the planning partners accelerated this to 3 months. PennDOT officials said they were following the direction of the U.S. Department of Transportation, which had urged states and metropolitan planning organizations to be ready to approve projects literally within hours after the Recovery Act was signed.

As of June 26, 2009, \$325 million had been obligated for projects in EDAs located in Pennsylvania. All EDAs in Pennsylvania except for one (Mifflin County) had Recovery Act highway projects selected and all non-EDAs in Pennsylvania except for one (Elk County) also had Recovery Act projects selected. PennDOT officials said the one EDA did not have projects selected because it did not have "shovel-ready projects." PennDOT officials said both counties had projects selected in the regular-that is, non-Recovery Act-Federal-Aid Highway Program. PennDOT officials acknowledged that projects were selected before they had received EDA guidance from the U.S. Department of Transportation in late February 2009. After receiving the guidance, which largely left compliance up to the states, PennDOT revisited its project selections and decided to make no changes. Options were considered, including taking projects away from non-EDAs and awarding projects to EDAs. However, a decision was made to "stay the course" since this was believed to provide the greatest potential to provide jobs in an expeditious manner. FHWA officials told us that they reviewed Pennsylvania's selection of projects and were

comfortable that Pennsylvania made a good faith effort to comply with giving priority to selecting Recovery Act projects in EDAs.

Finally, the Recovery Act required the Governor of each state to certify that the state will maintain the level of spending for the types of transportation projects funded by the Recovery Act that it planned to spend the day the Recovery Act was enacted. As part of this certification, the Governor of each state is required to identify the amount of funds the state planned to expend from state sources as of February 17, 2009, for the period beginning on that date and extending through September 30, 2010. On March 17, 2009, the Governor of Pennsylvania submitted a certification that the state would maintain its level of transportation spending as required by the Recovery Act. However, the certification letter contained an explanation that the spending estimates were based on the best information available at the time of the letter. On April 20, 2009, the U.S. Secretary of Transportation informed Pennsylvania that its certification did not comply with section 1201 or implementing guidelines. The Secretary provided additional guidance on preparing the certification as well as an opportunity for Pennsylvania to review and amend its original certification by May 22, 2009. The state submitted an amended certification letter on May 20, 2009. According to U.S. Department of Transportation officials, the department reviewed Pennsylvania's resubmitted certification letter and concluded that the form of the certification was consistent with the additional guidance.

PennDOT officials noted that the amended level of effort certification removed the original condition statement and recalculated planned state spending on covered programs on the expenditure basis, not the obligation basis, as required by the additional federal guidance. PennDOT faced several challenges in recalculating its level of effort, such as the lack of a cash flow model for expenditures, the use of projected figures for three different state fiscal years, and the impact of a possible reduction of current financial support for Pennsylvania's transportation programs from the Pennsylvania Turnpike Commission. The recalculation resulted in the total planned state spending on the covered transportation programs increasing by \$6 million (\$2.195 billion in the amended certification compared with \$2.189 billion in the original certification). The U.S. Department of Transportation is currently evaluating whether the states' methods of calculating the amounts that they planned to expend for the covered programs are in compliance with Transportation's guidance.

# Funding Available for Education Remains Uncertain Until Pennsylvania Adopts Its Budget

As part of our review of Recovery Act education funding, we looked at three programs administered by the U.S. Department of Education (Education): the State Fiscal Stabilization Fund (SFSF); Title I, Part A, of the Elementary and Secondary Education Act of 1965 (ESEA); and the Individuals with Disabilities Education Act (IDEA), Part B & C. We met with Pennsylvania Department of Education officials and visited two school districts—Harrisburg School District and School District of Philadelphia. We selected these districts because they are to receive some of the largest ESEA Title I, Part A, Recovery Act suballocations within Pennsylvania and have a number of schools in improvement status. <sup>19</sup> The Harrisburg School District has an approximate student enrollment of 8,000. The School District of Philadelphia is the eighth largest school district in the nation and represents about 9 percent of the entire student of Philadelphia is 173,000.

Pennsylvania's current budget debate centers on the state basic education funding level, and according to state officials, local school districts are unable to spend Recovery Act funds until they are appropriated in the Pennsylvania budget. State officials said that for the 2008-09 school year, Pennsylvania enacted a new school funding formula with "adequacy targets" for each school district. The formula is based on the actual enrollments, numbers of low-income students and English as a second language-learners, the size of the school district, and regional cost differences. For fiscal year 2009-10, the Governor's application for SFSF funds proposes to maintain state funding for elementary and secondary education at the fiscal year 2008-09 level of about \$5.2 billion and use \$418 million in education stabilization funds for elementary and secondary education. In contrast, Senate Bill 850 proposes to reduce appropriations for state basic education funding for school districts to the fiscal year 2005-06 level of about \$4.5 billion and use \$729 million of Recovery Act funds for basic education. The Senate bill provides about \$5.2 billion in

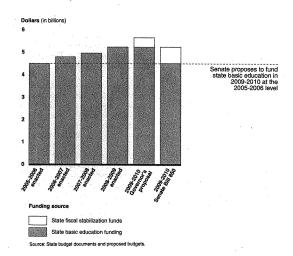
<sup>&</sup>lt;sup>10</sup>ESEA Title I, Part A requires states accepting funds to, among other things, develop academic standards and tests, measure student proficiency in certain grades and subjects, and determine whether schools are meeting proficiency goals. Schools that fail to meet state academic goals for 2 or more years are to be identified for improvement and are required to take a series of actions intended to improve student performance.

 $<sup>^{20}\</sup>mbox{According}$  to state education officials, local schools districts may obligate ESEA Title I, Part A and IDEA Recovery Act funds as soon as their applications are received in an approvable form.

<sup>&</sup>lt;sup>21</sup>S.B. 850, Gen Assembly of 2009, Reg. Sess. (PA 2009).

state basic education funding to school districts. As shown in figure 2, school districts would get the same funding for 2009-10 school year that they had during 2008-09 school year under Senate Bill 850, but school districts would receive an increase in funding under the Governor's budget.

Figure 2: Pennsylvania Governor's Budget and State Senate Bill 850's Proposed Use of Recovery Act Education Stabilization Funds for the 2009-10 School Year



School Districts Are Uncertain of State Fiscal Stabilization Fund Allocations Because of the Unresolved Budget Situation The Recovery Act created a State Fiscal Stabilization Fund (SFSF) to be administered by the U.S. Department of Education (Education). The SFSF provides funds to states to help avoid reductions in education and other essential public services. The initial award of SFSF funding requires each state to submit an application to Education that provides several assurances. These include assurances that the state will meet maintenance of effort requirements (or it will be able to comply with waiver provisions)

and that it will implement strategies to meet certain educational requirements, including increasing teacher effectiveness, addressing inequities in the distribution of highly qualified teachers, and improving the quality of state academic standards and assessments. Further, the state applications must contain baseline data that demonstrate the state's current status in each of the assurances. States must allocate 81.8 percent of their SFSF funds to support education (education stabilization funds), and must use the remaining 18.2 percent for public safety and other government services, which may include education (government services funds). After maintaining state support for education at fiscal year 2006 levels, states must use education stabilization funds to restore state funding to the greater of fiscal year 2008 or 2009 levels for state support to school districts or public institutions of higher education (IHE). When distributing these funds to school districts, states must use their primary education funding formulas but maintain discretion in how funds are allocated to public IHEs. In general, school districts maintain broad discretion in how they can use stabilization funds, but states have some ability to direct IHEs in how to use these funds.

As of June 30, 2009, Pennsylvania had not yet received the initial allocation of \$1.3 billion of its total \$1.9 billion allocation of SFSF funds. The Governor submitted a preliminary application to Education for initial funding under the SFSF on April 24, 2009, and submitted a final application on June 26, 2009. Pennsylvania will file an amended application thereafter, if necessary, based on the education provisions of the final fiscal year 2009-10 budget. For state fiscal year 2009-10, the Governor plans to allocate \$953 million, including \$418 million for state basic education funding; \$285 million in onetime grants for elementary and secondary schools; \$77 million to restore funding for higher education; and \$173 million for Department of Corrections operations.

To expedite the approval of state basic education funding for 2009-10, the Pennsylvania Department of Education directed school districts to submit their applications based on two possible budgets. Under the first scenario (the Governor's budget proposal), the state's basic education funding increases by \$418 million from the fiscal year 2008-09 level with the addition of SFSF money. Under the second scenario (Senate Bill 850), state basic education would not increase above the 2008-09 level even with the addition of SFSF money. Based on the Governor's June 2009 proposal, the Pennsylvania Department of Education will allocate an additional \$285

million in one time SFSF grants through the ESEA Title I, Part A formula to school districts.  $^{\rm 22}$ 

Given the budget uncertainty, Pennsylvania Department of Education officials are uncertain of the funding levels for SFSF Recovery Act funds, but they have plans to monitor the funds once they become available. State officials are encouraging school districts to use SFSF Recovery Act money for onetime expenses like teacher retention bonuses or to encourage teachers to take positions in rural or hard-to-fill school districts. The state plans to monitor use of the SFSF Recovery Act funds by visiting school districts and examining quarterly and annual reports. The state will also monitor the use of SFSF Recovery Act funds through the Pennsylvania Accountability to Commonwealth Taxpayers (PA-Pact) applications and through a data collection and review process. The Pennsylvania Department of Education is working with the Pennsylvania Department of General Services to issue a request for proposal for such services.

As of May 2009, the School District of Philadelphia plans to use the SFSF Recovery Act funds to meet the state basic education requirement as well as to fund part of Imagine 2014—the city's 5-year education strategic plan. Based on the Governor's budget proposal, SFSF funds would be used for a gifted students program, a peer mediation program, and reducing class size, among other things. A summer school program supported by SFSF funding is planned to start on July 1, 2009, but school district officials are concerned that any delay in the budget process could force it to push back its start date. The school district is moving forward without funding for the summer school program because it has to buy supplies, but officials said this puts them at risk because they are temporarily borrowing money to make these purchases.

With regard to tracking these funds, the School District of Philadelphia is planning to either upgrade its current tracking system or create a new one. To assess impact, some SFSF funding will be used to increase the number

 $<sup>^{20}\</sup>mathrm{In}$  cases where states allocate education SFSF funds above restoration amounts, the Recovery Act requires these funds to be distributed to local education agencies according to the federal ESEA Title I, Part A, formulas. Recovery Act, div. A, title XIV, § 14002(a)(3).

 $<sup>^{25} \</sup>mbox{The PA-Pact}$  is a consolidated application for three Pennsylvania education funding streams: Accountability Block Grant, Increase to State Basic Education Funding, and the Educational Assistance Program.

of program monitoring staff. School district officials stated that they need final guidance from the U.S. Department of Education on performance measures and oversight before they can finalize their tracking and impact monitoring plan.

The Harrisburg School District has plans to use and track SFSF Recovery Act funds and measure the results of the spending. As of May 2009, the school district plans to use SFSF Recovery Act funds to replace funding lost from other sources, such as federal and state funding. Under the Governor's budget proposal, the school district officials stated that they plan to use SFSF funds to preserve jobs and the alternative education program—a program for 500 students in grades 4-12 who have difficulty learning in a traditional classroom setting. To track the SFSF Recovery Act funds, school district officials plan to use separate accounting codes. With regard to assessing impact, school district officials stated that they have not received guidance on the required reporting. The school district does have some measures available, however, such as graduation rates, test scores, reading assessments, suspension rates, and expulsion rates. In addition, school district officials collect data on the number of children who leave the alternative school and their success going back to a traditional school setting.

School Districts Cannot Spend ESEA, Title I, Part A Funds Until the State Budget Passes The Recovery Act provides \$10 billion to help local educational agencies (LEA) educate disadvantaged youth by making additional funds available beyond those regularly allocated through ESEA Title I, Part A. The Recovery Act requires these additional funds to be distributed through states to LEAs using existing federal funding formulas, which target funds based on such factors as high concentrations of students from families living in poverty. In using the funds, LEAs are required to comply with current statutory and regulatory requirements, and must obligate 85 percent of their fiscal year 2009 funds (including Recovery Act funds) by September 30, 2010. Education is advising LEAs to use the funds in ways that will build their long-term capacity to serve disadvantaged youth, such as through providing professional development to teachers. Education made the first half of states' ESEA Title I, Part A, funding available on April 1, 2009, with Pennsylvania receiving \$200 million of its approximately \$400 million allocation.

School districts were to apply for the funds through the Federal Programs eGrant system, and applications were due on May 15, 2009. Once their applications are received in an approvable form, school districts may

begin obligating funds, but they cannot spend the funds until the General Assembly appropriates the federal funds.

According to the Pennsylvania Department of Education, none of the school districts will receive funds until the fiscal year 2009-10 budget passes. If new programs are created using Recovery Act dollars, state officials said that school districts will have to plan for sustainability as the ESEA Title I, Part A funding is for only 1 year. Local school district officials stated that the Recovery Act funds are going to be used to prevent them from having to cut educational programs or lay off teachers.

The School District of Philadelphia has plans to use and track ESEA Title I, Part A funds. The school district has been allocated \$162.4 million in ESEA Title I, Part A funds, of which \$81.2 million has been obligated according to officials we interviewed, but no funds can be spent until the General Assembly appropriates the federal funds. School district officials in Philadelphia plan to use the ESEA Title I, Part A Recovery Act money to, among other things, hire counselors to reduce student-to-counselor ratios, run a 4-week summer school program, and help fund an early childhood regional center. This early childhood regional center will offer initiatives such as screenings to check for developmental delays and parent education classes. In terms of tracking and reporting on the use of these funds, the School District of Philadelphia is still waiting for guidance on compliance, waivers, and performance measures. To ensure adequate controls over the additional ESEA Title I, Part A funds, the school district plans to hire additional grants management and accounting staff.

The Harrisburg School District has plans to track its ESEA Title I, Part A funds. The school district has been allocated \$3.7 million in ESEA Title I, Part A Recovery Act funds and has obligated all of that money, according to officials we interviewed. The Harrisburg School District plans to spend all its ESEA Title I, Part A funds in the first year (2009-10) to pay teacher salaries and prevent layoffs. School district officials were not sure of the exact requirements for tracking and monitoring these funds, but they do not anticipate problems meeting them. While the Harrisburg School District received a stimulus guide from the Pennsylvania Department of Education, school district officials stated that this document lacked specific details and they would like more information on the reporting structure and timeline.

The 2007 Single Audit reports—the most recent available—for the two school districts we visited revealed control weaknesses over ESEA Title I funds. In both school districts, auditors found failure to properly remit the

interest earned from ESEA Title I cash advances. In Philadelphia, other findings included failure to document comparability of services among schools, as required under the ESEA Title I program, and concerns with internal controls over payroll processes at 20 percent of the schools in the district. In Harrisburg, auditors found that the district lacked procedures to identify when new accounts were opened and found that the Finance Department did not have a culture that prompts staff to question past practices. In addition, proper documentation to verify the total number of students and low-income students served could not be found, which could result in inaccurate allocations under ESEA Title I.

Recovery Act IDEA, Part B & C, Funding Cannot Be Spent Until the State Budget Passes The Recovery Act provided supplemental funding for programs authorized by Part B & C of IDEA, the major federal statute that supports special education and related services for infants, toddlers, children, and youth with disabilities. Part B includes programs that ensure that preschool and school-aged children with disabilities have access to a free and appropriate public education, and Part C programs provide early intervention and related services for infants and toddlers with disabilities or at risk of developing a disability and their families. IDEA funds are authorized to states through three grants-Part B preschool-age, Part B school-age, and Part C grants for infants and families. States were not required to submit an application to Education in order to receive the initial Recovery Act funding for IDEA, Part B & C (50 percent of the total IDEA funding provided in the Recovery Act). States will receive the remaining 50 percent by September 30, 2009, after submitting information to Education addressing how they will meet Recovery Act accountability and reporting requirements. All IDEA Recovery Act funds must be used in accordance with IDEA statutory and regulatory requirements.

Education allocated the first half of states' IDEA allocations on April 1, 2009, with Pennsylvania receiving \$228 million for all IDEA programs. The largest share of IDEA funding is for the Part B school-aged program for children and youth. The state's initial allocation was

- · \$7 million for Part B preschool grants,
- \$214 million for Part B grants to states for school-aged children and youth, and
- \$7 million for Part C grants for infants and families for early intervention services.

Pennsylvania Department of Education officials provided their views on IDEA spending, tracking funds, and challenges. The officials stated that

they will track and monitor progress of the school districts and look at such measures as test scores, attendance data, behavior data, and other relevant data in order to assess progress meeting program goals. With regard to challenges tracking the Recovery Act IDEA money, state officials expressed concern with the administrative burden. For example, the state officials said they are asked to adhere to additional accounting requirements and meet with federal agencies and auditors to discuss the use of Recovery Act funds.

The School District of Philadelphia has plans to use and track the IDEA Part B Recovery Act funds it receives. Philadelphia will receive an initial allocation of \$24 million and plans to use the IDEA Part B Recovery Act money for Imagine 2014 programs, such as professional development for teachers, purchasing assistive technology, and hiring coaches to help special education teachers. The school district officials stated that Imagine 2014 is aligned with the goals of IDEA with regard to building capacity and placing students in the least restrictive environments. To measure and report on the impact of Recovery Act IDEA funds, the school district plans to keep logs of the number of people working, equipment purchased, and professional development completed. The newly created jobs will be filled by a mix of rehired retired professionals and contractors, according to school district officials. School district officials stated that if they are able to fully implement the Imagine 2014 programs successfully, they should be able to sustain the new jobs through the money saved in future educational services. The school district plans to track the money through separate account codes.

For the Harrisburg School District, which will receive an initial allocation of \$1\$ million, officials stated that most of the IDEA Part B Recovery Act money will be spent in the 2009-10 school year to prevent teacher layoffs. They are not sure how they are going to spend some of the money, however, as it will depend on the needs of their population. The school district officials said that they are encouraged by the state not to use the Recovery Act funds for unsustainable commitments and plan to use the money to replace lost federal and state funds. Still, they plan to use the funds to prevent layoffs in the upcoming school year without a clear plan of sustainability for funding these jobs beyond the 2009-10 school year.

For IDEA Part C, Pennsylvania has plans to use and track Recovery Act funds for the infant and toddler early intervention program and for the preschool early intervention program. Pennsylvania will receive \$14.2 million in total Recovery Act funds for the infant and toddler early intervention program. The state officials said they plan to use a total of

\$13.2 million for direct service delivery and \$1 million on their early childhood integrated data system. For the preschool early intervention program, Pennsylvania will receive a total of \$43.5 million in Recovery Act funds. The state plans to use \$7 million for direct services in fiscal year 2008-09, \$14.8 million in fiscal year 2009-10, and \$8.8 million in fiscal year 2010-11. Almost \$9 million will be spent on assistive technology and \$4 million on the early childhood integrated data system over the next 2 years. To account for the IDEA Part C Recovery Act money, state officials said they plan to use separate accounting codes to track the Recovery Act funding along with their established monitoring procedures. Overall, state officials said that the school districts are generally prepared for the additional compliance requirements.

Pennsylvania Has Developed a Plan for Its Recovery Act Weatherization Assistance Program The Recovery Act appropriated \$5 billion for the Weatherization Assistance Program, administered by the U.S. Department of Energy (DOE) through each of the states and the District of Columbia. This funding is a significant addition to the annual appropriations for the weatherization program that have been about \$225 million per year in recent years. The program is designed to reduce the utility bills of low-income households by making long-term energy efficiency improvements to homes by, for example, installing insulation, sealing leaks around doors and windows, or modernizing heating equipment and air circulating fans. During the past 32 years, the Weatherization Assistance Program has assisted more than 6.2 million low-income families. According to DOE, by reducing the utility bills of low-income households instead of offering aid, the Weatherization Assistance Program reduces their dependency by allowing these funds to be spent on more pressing family needs.

DOE allocates weatherization funds among the states and the District of Columbia using a formula based on low-income households, climate conditions, and residential energy expenditures by low-income households. DOE required each state to submit an application as a basis for providing the first 10 percent of Recovery Act allocation. DOE will provide the next 40 percent of funds to a state once the department has approved its state plan, which outlines, among other things, its plans for using the weatherization funds and for monitoring and measuring

<sup>&</sup>lt;sup>24</sup>DOE also allocates funds to American Samoa, the Commonwealth of Puerto Rico, the Commonwealth of the Northern Mariana Islands, Guam, the Virgin Islands, the Navajo Indian tribe, and the Northern Arapahoe Indian tribe.

performance. DOE plans to release the final 50 percent of the funding to each state based on the department's progress reviews examining each state's performance in spending its first 50 percent of the funds and the state's compliance with the Recovery Act's reporting and other requirements.

Pennsylvania Will Receive a Large Increase in Weatherization Funding and Has Developed Plans and Established Goals for the Program DOE allocated to Pennsylvania \$252.8 million for the Recovery Act Weatherization Assistance Program for a 3-year period. This amount is more than seven times larger than Pennsylvania's weatherization program for fiscal year 2008-09. Pennsylvania's Department of Community and Economic Development (DCED), which is responsible for administering the program, will disburse the funds through 42 implementing entities, such as private firms and nonprofit organizations, that implement its current weatherization activities. On March 12, DCED received a Funding Opportunity Announcement from DOE identifying and explaining the initial application process, and DCED submitted its application for funding on March 23. DCED subsequently received additional guidance via phone, e-mail, and regional conference calls for the development of its Weatherization Program Plan, which it then developed and submitted to DOE on May 12. DCED expects DOE to verify that the state's plan meets requirements provided in its guidance, and that DOE will approve the plan within 60 days of the May 12 submission date. DCED officials also noted that clear guidance is needed on the application of the Davis-Bacon Act.<sup>2</sup> The officials added that agencies could have difficulty tracking the number of hours worked by employees who perform tasks at both prevailing wage and non-prevailing wage rates.

On March 27, 2009, DOE provided the initial 10 percent allocation (approximately \$25.3 million) to Pennsylvania. As of June 30, 2009, the Pennsylvania General Assembly had not enacted a budget providing appropriation authority, so DCED had not obligated or spent any of its Recovery Act funds. DCED plans to use its initial allocation for "ramping up" for the Recovery Act program, including planning for training and hiring additional staff, because DOE guidance received on April 10, 2009, prohibited using any of the initial 10 percent for actual weatherization

The Recovery Act requires all laborers and mechanics employed by contractors and subcontractors on Recovery Act projects to be paid at least the prevailing wages as determined under the Davis-Bacon Act. Recovery Act, div. A, title XVI, § 1606. Under the Davis-Bacon Act, the U.S. Department of Labor determines the prevailing wage for projects of a similar character in the locality. 40 U.S.C. §§ 3141-3148.

production activities. However, on June 9, 2009, DOE issued revised guidance lifting this limitation to allow states to provide funds for production activities to local agencies that previously provided services and are included in state Recovery Act plans. DCED expects to receive an additional 40 percent of the funding shortly after the plan is approved and Pennsylvania's General Assembly approves the state's annual budget for the fiscal year starting July 1, 2009.

As stated in the Recovery Act weatherization plan submitted to DOE for review and approval, DCED's goals for the Recovery Act funds include reducing energy usage by the equivalent of powering about 7,000 homes per year, weatherizing at least 29,700 houses, and employing an estimated 940 people. Of the total \$252.8 million the state will receive, the planned allocation is \$224.5 million for weatherization production, \$20 million for training and technical assistance, and \$8.3 million for DCED to cover its costs for program management, oversight, reporting, and administration.

Pennsylvania Is Using WIA Youth Recovery Act Funds to Create Summer Jobs The Recovery Act provides an additional \$1.2 billion in funds nationwide for the Workforce Investment Act (WIA) Youth program to facilitate the employment and training of youth. The WIA Youth program is designed to provide low-income in-school and out-of-school youth ages 14 to 21, who have additional barriers to success, with services that lead to educational achievement and successful employment, among other goals. The Recovery Act extended eligibility through age 24 for youth receiving services funded by the act. In addition, the Recovery Act provided that of the WIA Youth performance measures, only the work readiness measure is required to assess the effectiveness of summer only employment for youth served with Recovery Act funds. Within the parameters set forth in federal agency guidance, local areas may determine the methodology for measuring work readiness gains. The program is administered by the U.S. Department of Labor, and funds are distributed to states based upon a statutory formula; states, in turn, distribute at least 85 percent of the funds to local areas, reserving up to 15 percent for statewide activities. The local areas, through their local workforce investment boards, have flexibility to decide how they will use these funds to provide required services. In the conference report accompanying the bill that became the Recovery Act,26 the conferees stated that they were particularly interested in states using these funds to create summer employment opportunities for youth.

<sup>&</sup>lt;sup>26</sup>H.R. Rep. No. 111-16, at 448 (2009).

Summer employment may include any set of allowable WIA Youth activities—such as tutoring and study skills training, occupational skills training, and supportive services—as long as it also includes a work experience component. Work experience may be provided at public sector, private sector, or nonprofit work sites. The work sites must meet safety guidelines and federal/state wage laws.<sup>27</sup>

The Pennsylvania Department of Labor and Industry (L&I) administers Pennsylvania's WIA Youth program through local areas. Pennsylvania's 67 counties are divided into 23 local workforce investment areas, each led by a Workforce investment Board whose purpose is to support the labor and job training demands of industries and help students, job seekers, and incumbent workers acquire skills and attain rewarding, family-sustaining jobs. Workforce investment areas vary widely in the geographic area served, ranging from one that serves only the City of Pittsburgh to a regional area that serves nine counties. Programs and services may also vary within and among local areas. In 2008, 7 of Pennsylvania's 23 local workforce areas—Allegheny, Central Counties, Northwest Counties, Philadelphia, Pittsburgh, Pocono Counties, and Westmoreland/Fayette<sup>28</sup>—had extensive stand-alone summer youth programs, and 2,205 youth were served statewide.

Pennsylvania Has Developed Plans for Summer Youth Employment Activities, Allocated Funds to Local Area Agencies, and Enrolled Youth in the Programs Pennsylvania was allotted \$40.6 million in WIA Youth funds under the Recovery Act and has enrolled youth in summer programs. L&I allocated \$34.6 million (85 percent) to the 23 local areas for the WIA Youth program, but only 40 percent of the allocations were available for the local boards to spend before July 1, 2009. Pennsylvania officials expect the balance to be available on or after July 1 when they expect Pennsylvania to enact its state budget. L&I retained \$6 million (15 percent) at the state level for possible statewide activities, such as incentive grants to encourage best practices. As of June 30, 2009, L&I had expended \$1.3 million for all WIA

<sup>&</sup>lt;sup>27</sup>Current federal wage law specifies a minimum wage of \$6.55 per hour until July 24, 2009, when it becomes \$7.25 per hour. Where federal and state law have different minimum wage rates, employers must comply with both, which means paying wages at the higher rate.

<sup>&</sup>lt;sup>28</sup>The Central regional board includes Centre, Clinton, Colombia, Lycoming, Mifflin, Montour, Northumberland, Styder, and Union counties. The Northwest regional board includes Claric, Forest, Venango, and Warren counties. The Pocono regional board includes Carbon, Monroe, Pike, and Wayne counties. The city of Philadelphia is a countywide city. The city of Pitshurgh and the remainder of Allegheny County are two separate local workforce areas served by one workforce investment board.

Youth program activities. Local boards' funds will be available to spend on or after July 1, 2009, when the Pennsylvania General Assembly and Governor are expected to pass the fiscal year 2009-10 budget.

Pennsylvania did not set an overall target number of youths to be served in summer youth employment activities, and L&I instead issued guidance in April 2009 directing local areas that they were expected to spend more than 50 percent of the Recovery Act WIA Youth funds by the end of September 2009. In May 2009, L&I requested that each local board submit its Recovery Act implementation strategy plan by June 5, 2009. Based on the local boards' plans, the 23 local areas plan to spend 70 to 90 percent of their allocations and serve approximately 8,700 youth. As of June 19, 2009, the local boards reported to L&I that 4,678 youth—including 293 youth ages 22 to 24—were enrolled in summer programs. L&I officials said that they expected enrollment to rise dramatically later in June once the school year ends.

Pennsylvania Has Developed Plans for Overseeing the Summer Youth Program, but Faces Potential Challenges in Program Management and Youth Recruitment At the state-level, L&I has existing systems for tracking and reporting financial and program activities for WIA funds and established additional mechanisms for monitoring the summer youth employment activities. L&I increased its program oversight staffing by adding a director and three staff persons who will monitor financial and program performance of providers that implement the program. The monitoring will also entail frequent visits to providers' facilities and project sites. As of June 2009, L&I officials were confident that the reporting processes that they are putting in place will be more than adequate to track the funding as required by the U.S. Department of Labor. L&I officials anticipate that the Recovery Act reporting requirements will be incorporated into their existing Commonwealth Workforce Development system for the August 2009 and subsequent reports. Because the U.S. Department of Labor guidance was received late in May 2009, however, L&I officials said that local areas will need to report summer youth employment data manually via a spreadsheet to meet the first reporting deadline of July 15, 2009.

Several challenges may affect the successful implementation of summer youth employment activities. L&I officials stated that initial planning for the increased Recovery Act program activities had been difficult because of the state government's overall hiring freeze in Pennsylvania. However, L&I was able to obtain a waiver to hire term employees to help with

monitoring and site visits. \*\* L&I officials had been concerned that weak economic conditions in Pennsylvania might make it difficult to find eligible work sites at which to place youth participants and were pleased with the approximately 8,700 placements planned by the local boards. L&I officials said that serving youth ages 18 to 24 who are out of school and disconnected from employment remains a concern statewide. The population of out-of-school youth represents 32 percent of enrollments as of June 19, 2009. L&I officials said that they plan to use a portion of Recovery Act WIA Youth funds retained by the state for incentive grants to encourage best practices in serving this age group.

Philadelphia and South Central Pennsylvania Have Developed Plans for the Summer Youth Program, but Financial Management and Other Issues May Present Challenges

We visited two local area agencies—the Philadelphia Workforce Investment Board and the South Central Workforce Investment Boardto determine their plans for and status in implementing the summer youth programs using Recovery Act WIA Youth funds. We selected the Philadelphia local board because it received the largest Recovery Act WIA Youth allocation in Pennsylvania and it had a summer youth program in 2008. The Philadelphia local board is authorized to spend nearly \$3 million of its \$7.4 million allocation (representing more than 20 percent of the state allotment). We selected the South Central local board-located in Harrisburg and serving eight neighboring counties in the region—because it did not have an extensive stand-alone summer youth program in 2008.30 The South Central regional board is authorized to spend nearly \$625,000 of its \$1.6 million allocation. State officials expected the Philadelphia and South Central boards to receive the remaining 60 percent of their allocations on or about July 1, 2009, when they expected Pennsylvania to enact its state budget.

Using Recovery Act WIA Youth funds, the Philadelphia local board plans to serve 2,533 youth participants—1,200 more than it served in 2008 with WIA funds—and the South Central board plans to serve 500 youth. Officials we interviewed at both these local area agencies were confident of meeting their targets. Both local areas we visited had developed program plans and were in the process of recruiting and enrolling youth. According to data reported to L&I as of June 19, 2009, South Central had enrolled 255 youth, including 40 youth ages 22 to 24, and Philadelphia had

<sup>&</sup>lt;sup>28</sup>Two persons have already been hired and are currently on board.

<sup>&</sup>lt;sup>36</sup>The South Central regional board serves Adams, Cumberland, Dauphin, Franklin, Juniata, Lebanon, Perry, and York counties.

enrolled 1,732 youth, including 27 youth ages 22 to 24. Both local areas we visited stated that they would monitor the program closely using their existing oversight systems and personnel. Neither local area we visited needed to request a waiver from the U.S. Department of Labor of existing requirements for procuring youth services. Neither plans to extend the program to older youth beyond September but, rather, will attempt to integrate older youth into their year-round programs.

The Philadelphia local area program will be administered by the Philadelphia Youth Network (PYN), a local nonprofit organization that has been involved in summer youth employment activities since the 1990s. For its 2008 summer youth program, PYN spent approximately \$10 million serving 7,960 youth using WIA and a variety of other funds. The Philadelphia local area program includes a variety of activities, such as academic immersion, corporate internships, and work experiences, all of which are tailored to various age groups. To attract youth aged 21 to 24 in the Philadelphia local area, PYN has a process to build opportunities that combine education, job placement, and occupational skills specifically focused on this age group. Philadelphia plans to deliver programs at 259 work sites using 38 providers. Planned work sites included those with green jobs, such as an urban agricultural project where crops will be grown and sold locally, and a training program focused on the importance of recycling. As it has done in prior years' programs, the Philadelphia local area plans to measure skill gains in seven work readiness areas, such as verbal communication, hygiene, and timeliness. PYN is responsible for payroll and recruitment of youth and sites, and will pay youth with automatic deposits from providers using a debit card system.

The South Central local area faces some potential challenges. It did not have a separate summer youth program and served 31 youth in 2008, but will directly administer its program through four providers at seven work sites in the eight-county region. As of May 2009, South Central officials were uncertain of some program activities, but said that they are planning to include green jobs in the program. South Central will measure the success of the program by tracking the number of youth who complete the program and their job readiness credentials. Officials in the South Central area stated that identifying youth in the 21- to 24-year-old category is difficult and that their preference would be to have a comprehensive year-round program to address the challenges of assisting older youth. Providers in the South Central local area will be responsible for paying youth participants and will do so with either stipends or checks for wages earned. South Central local area officials noted several concerns:

- They were hindered by the short time frame they had to plan and train for the program, especially since they had not had the experience of carrying out a summer youth program in 2008.
- Some youth in rural areas face difficulty participating because of the lack of public transportation.
- "Green jobs" is not clearly defined. For example, they were not certain
  whether a youth working in a plastics factory that makes parts for a
  windmill is performing a green job.

Officials in both local areas noted that they had experienced difficulties obtaining and verifying applicants' eligibility requirements, such as family income level and proper identification. Both local areas cited the eligibility process as a major barrier to the success of the program. Specifically, officials in the Philadelphia local area agency noted three challenges:

- Earnings by a youth in the summer program—in addition to other earnings during the year—could increase the family's income to an amount that could make the family ineligible for food stamps and or welfare.
- Some parents are reluctant to allow the youth to take Social Security cards and payroll records to an enrollment location, fearing loss or theft
- Some youth applicants whose parents had recently lost their jobs were not eligible for the program because eligibility is based on income earned during the period prior to dislocation.

Officials in both local areas we visited anticipated other challenges, such as the following:

- Some providers, particularly small not-for-profit organizations, may have difficulty obtaining sufficient cash to meet payrolls on time.
   However, both local areas were working with local financial and other institutions in an effort to avoid this situation.
- At the time of our visits in May 2009, officials in both areas said that they were unsure of the reporting requirements for Recovery Act funds and were waiting for additional guidance from the U.S. Department of Labor.

 It is still unclear whether they will be able to find placements for youth in some types of employment because other workers in the area are currently laid off.

## Pennsylvania Completed Planning and Is Soliciting Local Projects to Use State Justice Assistance Grant Funds

The Edward Byrne Memorial Justice Assistance Grant (JAG) program within the Department of Justice's Bureau of Justice Assistance (BJA) provides federal grants to state and local governments for law enforcement and other criminal justice activities, such as crime prevention and domestic violence programs, corrections, treatment, justice information sharing initiatives, and victims' services. Under the Recovery Act, an additional \$2 billion in grants are available to state and local governments for such activities, using the rules and structure of the existing JAG program. The level of funding is formula based and is determined by a combination of crime and population statistics. Using this formula, 60 percent of a state's JAG allocation is awarded by BJA directly to the state, which must in turn allocate a formula-based share of those funds to local governments within the state. The remaining 40 percent of funds is awarded directly by BJA to eligible units of local government within the state.31 The total JAG allocation for Pennsylvania state and local governments under the Recovery Act is about \$72.4 million, a significant increase from the fiscal year 2008 allocation of about \$5.5 million.

Pennsylvania was awarded \$45.5 million and had not obligated or expended any of the JAG funds as of June 30, 2009.<sup>32</sup> According to the application the Pennsylvania Commission on Crime and Delinquency<sup>33</sup> submitted for its state award, some of the criminal justice initiatives the commission plans to fund include criminal records improvement, data management projects focusing on technology, law enforcement, public awareness of victim compensation and services, assistance with local

<sup>&</sup>lt;sup>31</sup>We did not review those funds awarded directly to local governments in this report because the Bureau of Justice Assistance's solicitation for local governments closed on June 17.

 $<sup>^{32}</sup>$ Due to rounding, this number may not exactly equal 60 percent of the total JAG award.

<sup>&</sup>lt;sup>36</sup>The Pennsylvania Commission on Crime and Delinquency is the state administering agency for JAG in Pennsylvania. The Commission consists of representatives from all aspects of criminal justice, including Pennsylvania's Attorney General, State Police Commissioner, Welfare Department Secretary, Department of Corrections Secretary, members of the General Assembly, Governor's Victim Advocate, law enforcement representatives, victims services practitioners, a judge, a prosecutor, a prison warden, a county government official, other local criminal justice policy makers and knowledgeable private citizens.

criminal justice strategic planning, improvements in data collection and program evaluation, gun violence reduction, mental health initiatives, and training. The initiatives are in areas where Pennsylvania would like to make significant improvements, according to the application. For example, the application identifies alternatives to detention for nonviolent adult offenders to address issues related to prison or detention overutilization. The initiatives expand existing efforts as well as include some new projects. The commission chose to focus more on initiatives already in place rather than experiment with many new initiatives. according to a commission official. The Governor's office approved the plan for Pennsylvania's allocation, which was followed by the commission's approval on June 9, 2009. Pennsylvania plans to issue several requests for JAG proposals, each with a different focus, at different times throughout the 2-year funding period. The first request soliciting proposals was released on June 18, 2009, with an application deadline of July 24, 2009. The request, in an effort to increase the efficiency and functioning of the juvenile justice system, seeks to fund assistant public defenders and assistant district attorneys to process juvenile cases.

Pennsylvania officials administering the program have concerns about subrecipients meeting reporting requirements under tight time frames, and stated that many may likely lack experience administering JAG funding. Furthermore, these officials said that existing subrecipients will have to quickly adjust to new requirements. To help introduce the reporting requirements, Pennsylvania plans to hold training sessions for subrecipients, and will ask those subrecipients to self-certify their capability to meet these reporting requirements. To aid in monitoring, the Commission on Crime and Delinquency receives quarterly fiscal and program reports on JAG subrecipients. Commission staff review the reports and use phone outreach to each subrecipient at least quarterly. The commission plans to hire term employees to help existing staff, but officials were unsure of upcoming workloads and whether they would be doing on-site visits for new subrecipients.

### Local Housing Authorities Receive Capital Fund Formula Grants

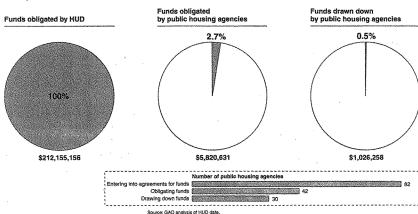
The Public Housing Capital Fund provides formula-based grant funds directly to public housing agencies to improve the physical condition of their properties; for the development, financing, and modernization of public housing developments; and for management improvements.<sup>34</sup> The Recovery Act requires the U.S. Department of Housing and Urban Development (HUD) to allocate \$3 billion through the Public Housing Capital Fund to public housing agencies using the same formula for amounts made available in fiscal year 2008. Recovery Act requirements specify that public housing agencies must obligate funds within 1 year of the date they are made available to public housing agencies, expend at least 60 percent of funds within 2 years of that date, and expend 100 percent of the funds within 3 years of that date. Public housing agencies are expected to give priority to projects that can award contracts based on bids within 120 days from the date the funds are made available, as well as projects that rehabilitate vacant units, or those already under way or included in the required 5-year capital fund plans. HUD is also required to award \$1 billion to housing agencies based on competition for priority investments, including investments that leverage private sector funding/financing for renovations and energy conservation retrofit investments. On May 7, 2009, HUD issued its Notice of Funding Availability that describes the competitive process, criteria for applications, and time frames for submitting applications.35

Pennsylvania has 82 public housing agencies that have received in total \$212.2 million in Public Housing Capital Fund formula grant awards. As shown in figure 3, 42 public housing agencies in Pennsylvania have obligated \$5.8 million and 30 public housing agencies have drawn down \$1 million, as of June 20, 2009. In Pennsylvania, we visited two public housing agencies—Harrisburg Housing Authority and Philadelphia Housing Authority. We selected these two because Philadelphia received the largest Public Housing Capital Fund formula grant allocation (\$90.6 million) in Pennsylvania and Harrisburg received the fifth largest (\$4.4 million); their awards amount to nearly 45 percent of Pennsylvania's Recovery Act Public Housing Capital Fund formula grants.

<sup>&</sup>lt;sup>34</sup>Public housing agencies receive money directly from the federal government (HUD). Funds awarded to the public housing agencies do not pass through the state budget.

<sup>&</sup>lt;sup>36</sup>HUD released a revised Notice of Funding Availability for competitive awards on June 3, 2009. The revision included changes and clarifications to the criteria and time frames for application and to funding limits.

Figure 3: Percentage of Public Housing Capital Funds Allocated by HUD That Have Been Obligated and Drawn Down in Pennsylvania

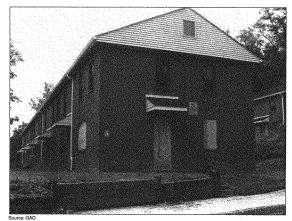


The Harrisburg Housing Authority had obligated \$662,779, or 15 percent of its \$4.4 million, and had drawn down \$48,097 as of June 20, 2009. To date, the authority has awarded contracts for architectural and engineering services and expects to award additional contracts over the summer. Harrisburg Housing Authority officials did not expect to have any problems meeting the time frames for obligating and expending Recovery Act funds.

The Harrisburg Housing Authority plans to use \$2.4 million (54 percent) to rebuild the interiors and add porch facades to two 1940s-era buildings containing 28 mostly vacant units (see fig. 4). After reconfiguration, the buildings will have 17 units, some of which will be accessible for persons with disabilities. At a 120-unit high-rise property for seniors, the Harrisburg Housing Authority plans to use \$1.2 million (27 percent) to upgrade the kitchens with new cabinets, countertops, and energy star appliances; upgrade electrical service; and recarpet and paint the authority's offices. Harrisburg officials estimated that these two projects would start in the summer of 2009 and be completed in 12 to 18 months.

The balance of the funds will be used to replace old boilers with energy-efficient equipment at four properties and repaving.

Figure 4: A 1940s-Era Building in Harrisburg, Pennsylvania, to Be Renovated



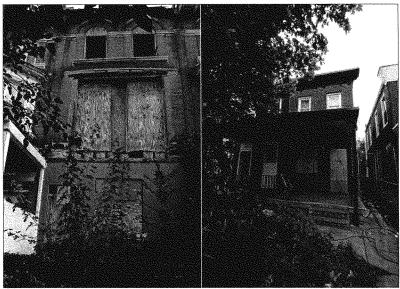
The Philadelphia Housing Authority received HUD approval of its Recovery Act plan on June 4, 2009, and had not obligated or drawn down any of its \$90.6 million award as of June 20, 2009. Philadelphia Housing Authority officials did not expect to have any problems meeting the time frames for obligating and expending Recovery Act funds.

The Philadelphia Housing Authority plans to use nearly 70 percent of its funds to rehabilitate existing units or build new units. First, the authority will use \$29.3 million to rehabilitate 300 vacant units at scattered sites (see fig. 5). This work—which will start in June 2009 at some sites—will include new kitchens and bathrooms; electrical upgrades, as needed; and new roofs, windows, doors, and energy-efficient heating equipment. Second, \$12.5 million will be used to construct 25 new two-story four-unit complexes accessible for persons with disabilities on vacant land owned by the authority. Third, the Philadelphia Housing Authority plans to use

\$14.6 million to rebuild 53 units and install new elevators and mechanical systems in a midrise senior building that is currently vacant because of severe fire damage sustained in 2004. This building will include a "green" roof to manage water runoff, energy star appliances, and energy-efficient water heaters. Fourth, the Philadelphia Housing Authority plans to use about \$6 million to rehabilitate or build 23 houses to complete the remaining blighted block on Markoe Street (see fig. 6). The balance of the funds (31 percent) will be used to upgrade or replace energy and mechanical systems at approximately 31 buildings to reduce energy consumption and upgrade sprinkler standpipes in 18 high-rise buildings to meet fire safety codes. Most projects are estimated to start in the fall of 2009 and be complete by March 2012.

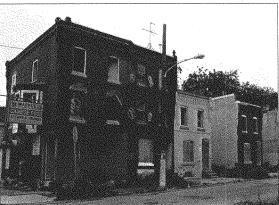
Markoe Street is part of the Mill Creek Revitalization Project, which was spread out over a 20-block radius and involved tearing down old high-rise buildings and developing new housing units at a lower rate of concentration.

Figure 5: Two of the Vacant Units at Scattered Sites in Philadelphia, Pennsylvania, to Be Rehabilitated



Source: Philadelphia Housing Authority.

Figure 6: Part of Markoe Street to Be Developed in the Mill Creek Revitalization Project in Philadelphia, Pennsylvania



Source: Philadelphia Housing Authority.

According to officials we interviewed, both public housing agencies gave priority to projects that rehabilitate vacant units. According to Philadelphia Housing Authority officials, improvements to vacant units scattered through the city not only create affordable housing but can also reduce blight and improve property values of entire blocks. Harrisburg Housing Authority officials said that they also considered whether projects would create jobs in the short term. For example, Harrisburg chose not to rebuild additional buildings at the 1940-era complex because staging logistics (i.e., how many dumpsters and construction trailers fit on-site) meant that only a limited number of buildings can be under renovation at one time. Instead, Harrisburg officials selected a mix of Recovery Act projects, including paving, plumbing, and kitchen cabinet replacement, that could start sooner and create more jobs in the short term.

The officials we interviewed also stated that they have given priority to projects already included in their 5-year plans and that they could award contracts based on bids within 120 days of the date that funds were made available. Harrisburg officials said that all of their projects were included

in their 5-year plan, and Philadelphia Housing Authority officials said that they selected projects from their 5-year plan or received authority from their board to select projects outside of the current plan. The Philadelphia Housing Authority said that it also gave priority to projects that involve energy conservation retrofits. As of June 4, 2009, the Philadelphia Housing Authority was waiting for HUD approval of its development plans for the scattered sites and for any environmental reviews.

According to officials we interviewed, the two local housing agencies we visited will use HUD's Electronic Line of Credit Control System to separately code and track Recovery Act funds. Harrisburg Housing Authority officials said that they initially had problems using this system because of difficulties in accessing the Central Contractor Registration (CCR) Web site to obtain a Data Universal Numbering System (DUNS) number and that it took several weeks to obtain a response from CCR with their DUNS number needed to access the HUD system. Harrisburg Housing Authority officials anticipated some challenges in separately tracking Recovery Act funds. At one complex where renovations were already under way with HUD funding, officials said that they chose to renovate separate buildings to minimize tracking problems. Also, Harrisburg officials said that staff will keep time sheets to track administrative costs for Recovery Act activity. Philadelphia Housing Authority officials said that Recovery Act funds would be tracked in a separate fund and that expenditures would be tracked by the specific project and site where funds were spent.

Pennsylvania Has Taken Steps to Track Recovery Act Funds and Assess Risks, and Oversight Plans Continue to Evolve Pennsylvania has an enterprise resource planning (ERP) system that is used by all state agencies to account for federal and state funding, and this integrated accounting system will be used to track Recovery Act funds. To accommodate the Recovery Act, on March 10, 2009, Pennsylvania's Budget Office issued an administrative circular to all agencies under the Governor's jurisdiction describing the specific accounting codes they must use to separately identify the expenditure of Recovery Act funds. As of June 9, 2009, the Office of Comptroller Operations has established 102 unique accounting codes to be used for tracking Recovery Act receipts, obligations, expenditures, and available balances by appropriation or

<sup>&</sup>lt;sup>37</sup>An ERP solution is an automated system using commercial off-the-shelf software and consisting of multiple, integrated functional modules that perform a variety of tasks, such as accounts payable, general ledger accounting, and grant management.

grant. State officials reported that the state would not track or report Recovery Act funds that go straight from the federal government to localities and other entities, such as public housing authorities.

According to the Secretary of the Budget and her staff, in addition to tracking funds by appropriation and by grant or project, Pennsylvania's ERP system allows for electronic work flows to document transaction review and approval. For example, Pennsylvania issues bids electronically and suppliers submit quotations through an online portal. The ERP system contains controls to check that proper approvals are obtained prior to posting bid and award documents. The ERP system controls are intended to provide segregation of duties to reduce the risk of fraud and ensure that Pennsylvania pays no more than what was appropriated and agreed by contract or grant agreement. As we reported in April, auditors found weaknesses in segregating duties among staff and monitoring user activities to reduce the risk of inappropriate changes to accounting data or misappropriation of assets. Pennsylvania's Secretary of the Budget told us that to mitigate this risk, internal auditors now are to work closely with the Office of Administration and the Office of Information Technology on all new system changes to ensure that internal controls are built into the application. Pre-audit controls include (1) the Office of Comptroller Operations reviews supporting documentation, including fully executed contracts and grant agreements before initiating transactions for payment, and (2) Pennsylvania's Treasurer's Office reviews the supporting documentation before payments are processed.

Beyond the ERP system and the pre-audits, officials in Pennsylvania's Office of the Budget said they do not have a single commonwealth-wide program of internal controls. Instead, the Office of Administration issues overarching guidance—the state procurement manual, administrative circulars such as the one on Recovery Act fund tracking, and management directives—and program agencies are responsible for the specific system controls. Those controls are subject to audit by the newly created Bureau of Audits within the Office of the Budget.

Pennsylvania Is Taking Steps to Assess Risks and Focus Attention on Resolving Single Audit Report Findings In June 2009, the Bureau of Audits completed its risk assessment of about 90 programs receiving Recovery Act funds and designated each program as high, medium, or low risk. Bureau of Audits officials said that they assessed the risk levels using the 5 accountability standards, the 11 risk factors outlined in the Office of Management and Budget's (OMB) implementing guidance for the Recovery Act, and 2 additional risk factors added by the Bureau of Audits that they believed to be necessary to

adequately assess risk in the Pennsylvania programs. In addition, bureau staff reviewed previous audit findings and met with agency officials to discuss their risk factors. According to Bureau of Audits officials, the common Single Audit report findings in Pennsylvania for Recovery Act programs are inadequate subrecipient reporting, inadequate supporting documentation for expenditures, and inadequate support for required federal reports.

The bureau plans to evaluate the programs, including the 15 programs designated as high risk, to determine priorities for its fiscal year 2009-10 audit plan. Throughout fiscal year 2009-10, Bureau staff plan to meet with the agencies about risk self-assessments so that each agency can identify its specific risks and outline a plan to manage and mitigate those risks. At this time, the Bureau of Audits has not assessed subrecipient risks. For those Recovery Act programs on its audit plan, the Bureau of Audits can draw on its Single Audit review unit—a repository of Single Audit reports for Pennsylvania school districts and municipalities—to identify high-risk subrecipients.

The Bureau of Audits plans to focus on resolving single audit findings and reducing the number of repeat findings. As part of its risk assessments, bureau staff created a matrix to highlight repeat findings in Pennsylvania's fiscal year 2007 Single Audit report and identify areas where corrective actions have been taken. Some repeat findings were referred to the Bureau of Quality Assurance, which will follow up with affected agencies on their corrective actions. According to the Bureau of Audits, agencies should have already implemented corrective action plans and be working with federal agencies to resolve any audit findings from 2006 or earlier. To ensure that senior managers are aware of audit findings and set the tone at the top on the need for corrective actions, the Bureau of Audits briefed deputy administrative secretaries across the agencies on the basics of the Single Audit process and corrective action plan requirements. Further, the Secretary of the Budget plans to revise existing guidance to require quarterly reports, beginning in October 2009, on the progress on corrective actions rather than relying on annual updates.38

Bureau officials said agencies must do the following to resolve findings that may affect multiple programs: make management decisions

<sup>&</sup>lt;sup>38</sup>Quarterly updates will be required as of March 31, June 30, September 30, and December 31 and will be due 30 days after the quarter ends.

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addressing the findings within 6 months, make necessary adjustments relative to cost settlements or disallowances, monitor subrecipient implementation of corrective actions, and impose or coordinate remedial actions.

# Oversight Plans Continue to Evolve

The Pennsylvania Stimulus Oversight Commission, chaired by the Chief Accountability Officer, met four times since its creation in March 2009. At its public meetings, the commission is briefed by the Chief Implementation Officer and other state officials on the progress in implementing Recovery Act programs. The Chief Accountability Officer told us that the state's approach will maximize and coordinate existing oversight resources in Pennsylvania. Specifically, he is currently trying to demarcate roles and define an accountability approach distinct from auditing and compliance.

As we reported in April, Pennsylvania's Auditor General anticipates work auditing and investigating Recovery Act funds received by state and local agencies. For example, the Auditor General will audit Recovery Act funds during the annual Single Audit review and will initiate additional compliance audits for Recovery Act programs. As of June 2009, Auditor General staff told us that they may review the Recovery Act funds for FMAP, unemployment compensation, weatherization, and transportation. The Auditor General observed that the Recovery Act did not provide funding specifically for his office to undertake work related to the act, and the office did not expect to receive additional funding in light of Pennsylvania's budget outlook.

## Pennsylvania Is Considering How to Assess the Effects of Recovery Act Funds

Under the Recovery Act, state and local recipients are expected to report on a number of performance measures, including the use of funds, the amount expended or obligated, and the estimated number of jobs created and retained. In addition to reporting on jobs created and retained, OMB guidance directs federal agencies to collect performance information from entities that receive funding "to the extent possible." The guidance also requires agencies to instruct recipients to collect and report performance

<sup>&</sup>lt;sup>39</sup>In addition to the Chief Accountability Officer, the commission is composed of the Governor, the Recovery Act Chief Implementation Officer, four representatives selected by Pennsylvania's congressional delegation, members of each of the four caucuses in Pennsylvania's General Assembly, and representatives from the Pennsylvania Chamber of Business and Industry, United Way of Pennsylvania, and Pennsylvania AFL-CIO.

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information as part of their quarterly submissions that is consistent with the agencies' program performance measures." This will allow an assessment of what OMB describes as the marginal performance impact of Recovery Act requirements.

Pennsylvania's Chief Accountability Officer is responsible for developing and using performance measures to demonstrate outcomes associated with Recovery Act spending and projects. He told us that he is in the process of meeting with agencies to identify existing performance measures-in addition to job creation and retention measures-to report on the outcomes from Recovery Act funding and determine what data will be available for the measures. He said his team is outlining the performance measures that they have identified in federal Recovery Act guidance and considering what additional measures state agencies determine are important to report for their programs. By the end of July 2009, he plans to compile a list of performance measures and identify how to record and track the data; ultimately, the performance reporting will be available on Pennsylvania's Recovery Act Web site, www.recovery.pa.gov. Based on his preliminary work on this process, the Chief Accountability Officer said that it is challenging to identify measures representing meaningful outcomes that the public can identify with and that data can support. For example, transportation measures would include the number of bridges restored and the amount of road miles resurfaced, but measures more related to productivity, such as the number of cars and travel speed, would be more relevant to citizens.

PennDOT has begun reporting to FHWA on the number of people working on Recovery Act projects and hours worked. In March 2009, PennDOT established policies and procedures for prime contractors and consultants to report monthly, by project, the number of employees, work hours, and the amount of payroll; reports are to include all subcontractors and subconsultants. This is consistent with FHWA guidance that requires collection of this type of information. According to PennDOT officials, project inspectors in the district offices with day-to-day contact with contractors on the projects review the reports for reasonableness. PennDOT uses the contractor monthly reports to prepare and submit summary information to FHWA. However, the information collected could

<sup>&</sup>lt;sup>40</sup>OMB Memorandum, M-09-15, Updated Implementing Guidance for the American Recovery and Reinvestment Act of 2009 (Apr. 3, 2009). This guidance supplements, amends, and clarifies the initial guidance issued by OMB on February 18, 2009.

overstate the number of jobs. For example, the contractor reports submitted may not prevent multiple counting of individuals who may work on several Recovery Act projects at the same time. Since the contractors submit separate reports for each project, it is possible that the same person could be included in the total for each project funded by the Recovery Act that the contractor or consultant may have. A PennDOT official told us the department recognizes the potential for multiple counting of individuals and believes that it is collecting data in compliance with both FHWA and Recovery Act reporting requirements.

Officials in other programs we met with expressed concerns about assessing jobs created and retained. Officials from the Pennsylvania Department of Education stated that they are telling districts to not use Recovery Act funds to create new positions that will need to be sustained beyond the 2-year period that Recovery Act money will be received. Instead, the department is encouraging school districts to use Recovery Act money for onetime costs, such as retention bonuses to help move teachers into rural school districts, and collect data on such alternative measures instead.

Some programs receiving Recovery Act funds plan to continue using their existing performance outcomes, and other programs are waiting for federal guidance before putting plans in place. For WIA summer youth activities, Pennsylvania's L&I has plans to review participation and retention rates, work readiness outcomes, expenditure rates, characteristics of participants, analysis and listing of work site types, and best practices and innovative approaches to recruitment, retention, and work readiness. L&I officials told us that the guidance received from the U.S. Department of Labor on May 21, 2009, clarifies the increased reporting requirements for Recovery Act WIA Youth funds. Because the guidance was received late in May 2009, however, L&I officials said that local areas will need to report summer youth employment data manually via a spreadsheet to meet the first reporting deadline of July 15, 2009. L&I officials anticipate that the Recovery Act requirements will be incorporated into Pennsylvania's existing reporting mechanisms for the August 2009 and subsequent reports.

<sup>&</sup>lt;sup>41</sup>After soliciting responses from a broad array of stakeholders, OMB issued additional implementing guidance for recipient reporting on June 22, 2008. See, OMB Memorandum, M-09-21, Implementing Guidance for the Reports on Use of Funds Pursuant to the American Recovery and Reinvestment Act of 2009.

#### Appendix XV: Pennsylvania

Officials from the Pennsylvania Department of Education stated that they will continue to track measures for existing programs, such as ESEA Title I, but are still waiting for guidance from the U.S. Department of Education on the exact measures they will need to track specific for the Recovery Act funding. Officials from both the Harrisburg School District and the School District of Philadelphia confirmed that they still need federal guidance on the measures they will need to track for the Recovery Act money received. However, officials from the School District of Philadelphia stated that they need guidance soon, as the large size of their district requires them to augment their data collection systems now in preparation for the upcoming school year.

## State Comments on This Summary

We provided the Governor of Pennsylvania with a draft of this appendix on June 19, 2009, and the Chief Implementation Officer, Chief Accountability Officer, and the Secretary of the Budget responded for the Governor on June 23, 2009. These officials agreed with our draft and provided clarifying and technical comments that we incorporated where appropriate.

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## Staff Acknowledgments

In addition to the contacts named above, MaryLynn Sergent, Assistant Director; Richard Jorgenson, analyst-in-charge; Richard Mayfield; Andrea E. Richardson; George A. Taylor, Jr.; Laurie F. Thurber; and Lindsay Welter made major contributions to this report.

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## Opening Statement

## Congresswoman Diane E. Watson

"Tracking the Money: Preventing Waste, Fraud, and Abuse of Recovery Act Funding"

Full Committee on Oversight and Government Reform

Wednesday, July 8, 2009 2154 Rayburn HOB 10:00 A.M.

Thank you Mr. Chairman for holding today's important hearing, the third in a substantive series of hearings to ensure that stimulus money authorized by the American Recovery and Reinvestment Act of 2009 is spent efficiently and effectively. I commend the committee, today's panelists, and our President for taking actions to ensure that potential problems are identified before they threaten the viability of this critical recovery effort.

The American Recovery and Reinvestment Act of 2009 authorized \$501.5 billion worth of new spending measures along with \$285.6 billion in tax provisions.

The purpose of the Recovery Act is to revitalize the American economy while assisting those most impacted by the current recession. This landmark legislation aims to create or save 3.5 million jobs while investing in the transformation of our economy and infrastructure for the 21<sup>st</sup> century.

In order for this investment to succeed it is critical that these funds quickly reach communities and have the greatest possible impact. However, the requirement for expediency must be tempered with caution and careful oversight to prevent waste, fraud, and abuse.

As the economy continues to shed jobs and capital this hearing occurs at a critical point for evaluating what has been done so far with the stimulus funds and where we go from here. For my constituents living in California with a state economy facing staggering budget shortfalls and severe cuts to critical services the need for this money to be spent efficiently, strategically, and transparently is even greater.

We have already seen these funds start to do great things in our communities, such as the \$1.3 million grant which will go to the Asian Pacific Health Care Venture in my district to establish new community clinic sites which provide primary and preventive health care to the uninsured and underserved.

However, the fact that the unemployment rate has risen

to 9.5% nationally and to 11.4% in Los Angeles reinforces the need for this money to begin creating jobs and opportunities as soon as possible.

I look forward to hearing the testimony of today's witnesses, and I hope that they will provide this

Committee with a clear assessment of the obstacles we face, and the steps necessary to overcome.

Thank you Mr. Chairman and I yield back the remainder of my time.

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#### April 17, 2009

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Greg LeRoy, Co-Chair Good Jobs First

## <u>Comments for OMB April 3 Interim Guidance</u> <u>on Implementation of the Recovery Act (M-09-15)</u>

The Coalition for an Accountable Recovery, a politically diverse coalition concerned about transparency and accountability regarding government spending, is submitting these comments on OMB's memo issued on April 3, 2009, "Updated Implementing Guidance for the American Recovery and Reinvestment Act of 2009." If implemented, we believe that the comments in this document will help OMB establish a Recovery Act spending tracking system that will provide the unprecedented level of transparency and accountability in federal spending articulated by President Barack Obama when he signed the act into law:

And we expect you, the American people, to hold us accountable for the results. And that's why we've created Recovery gov -- a web site so that every American can go online and see how this money is being spent and what kind of job is being created, where those jobs are being created. We want transparency and accountability throughout this process.

- President Barack Obama, Feb. 17, 2009

We believe the Obama administration has made significant progress in the two months since the act was signed into law. The interim guidance is an example of this process. At the same time, we hope that further progress can be made.

#### Toward a Recovery Act Funding and Performance Tracking System

The reporting system described in these comments should essentially trace to the greatest extent possible the flow of federal Recovery Act funds from the source to the ultimate end users and the impact on the economy those funds had at every step in the process.

Although the American Recovery and Reinvestment Act of 2009 (Recovery Act) defines "recipient" as "any entity that receives Recovery Act funds directly from the Federal Government... other than an individual; and includes a State that receives recovery funds," OMB should, in its guidance, expand this definition to include any entity, excluding individuals, that receives Recovery Act funds over \$25,000, whether those funds are received directly from the federal government or from another entity that received Recovery Act funds. Our comments that follow assume "recipient" to mean the expanded definition described above.

c/o OMB Watch 1742 Connecticut Ave. NW Washington, DC 20010 Tel: 202-234-8494 Fax: 202-234-8584 www.ombwatch.org/car Key to maintaining visibility of funds is the proper identification of Recovery Act dollars and recipients of those dollars as such. Data on its use of the funds from recipients should be collected directly by the federal government. And by being able to match reporting data to each recipient, the federal government and the public would have a clear picture of who is receiving Recovery Act money, how much they are getting, and what they are doing with it. Equally important are the means by which this reporting occurs: data must be transmitted in such a way so as to maximize access to as much amount of unfiltered data as possible.

Information flows from agencies to OMB should take place though publicly visible channels. Machine readable feeds represent an ideal way to accomplish this. Through feeds, the public can obtain important disclosures directly from the source, that is, directly from the agency officials who manage grants and other spending programs. Feeds enable decentralization of disclosure, and offer greater transparency because information flows can take place within public view, and not hidden behind many layers of bureaucracy that may delay, filter, or even distort this reporting.

#### **Sub-Award Reporting**

Recommendation: OMB should require all recipients of Recovery Act funds over \$25,000, regardless of how many layers removed from the initial federal disbursal that receipt is, to submit a report on the use of those funds identical to that of Sec. 1512 of the Recovery Act. OMB should also provide a projected date or timeframe of when this multi-tier sub-award reporting will be required.

As mentioned above, it is of primary importance that all recipients and sub-recipients, regardless of how many layers removed from the initial federal disbursal should be required to report to the system for any Recovery Act money over \$25,000. A change by OMB of its definition of "recipient" to include this description would resolve our concerns. But even if such a redefining of recipient does not occur, OMB should be clear that the rules that apply to prime awardees also apply to all tiers of sub-awardees. Without a policy that requires all recipients of Recovery Act funds, regardless of their level of sub-award (i.e. 1<sup>st</sup>-, 2<sup>nd</sup>-, 3<sup>r</sup>-tier, etc.,), transparency will be substantially restrained. A *de minimis* threshold will eliminate unnecessary reporting by very small subcontractors or suppliers.

Current reporting requirements apply to prime non-federal awardees only, but they are also are responsible for "reporting on their use of funds as well as any sub-awards (i.e.,, sub-grants, subcontracts, etc.) they make." These requirements are problematic for two reasons:

- Recovery Act funding remains visible only to the first tier of sub-awards. For large
  projects, it is likely that there will be several tiers of sub-awarding. Limiting reporting
  requirements to only the first two layers will obscure basic information -- such as to
  whom the money went and on how that entity employed it -- on billions of dollars of
  Recovery Act spending.
- Sub-awardees do not themselves report on their use of the funds; the prime recipient has responsibility to report on any sub-awards made, hiding from the public much of the details on Recovery Act activities by state hired contractors. Although spending and

performance information (such as jobs data) may be included in state government reports, performance information of those contractors will not be available to the public, nor will any information on Recovery Act funds that were used to hire sub-contractors.

We are greatly encouraged that Sec. 2.10 of the April 3 guidance states that "OMB plans to expand the reporting model in the future to also obtain...information [on awardees beyond first-level awards], once the system capabilities and processes have been established." However, OMB should include a timeframe in which it believes that this will occur.

#### **Collecting Reports Directly from Recipients**

Recommendation: OMB should require all recipients of Recovery Act funds over \$25,000, regardless of how many layers removed from the initial federal disbursal that receipt is, to report on their use of Recovery Act funds to the central collection system currently under development by OMB.

Sec. 2.14 of the April 3 guidance states that OMB is "moving aggressively" to develop a central collection system for recipient reports. Agencies are to instruct recipients to begin submitting recipient reports (those specified in Sec. 1512 of the Recovery Act) on Oct. 10 of this year, and that they "should assume the central system capability will be online and available no less than 45 days before the October 10th, 2009, statutory quarterly reporting deadline." However, the guidance remains unclear about which recipients will report which data. By requiring this first-hand reporting, recipient data will likely be more accurate, comprehensive and timely.

#### **Recipient Registration**

Recommendation: OMB should require all recipients of Recovery Act funds who are required to report on the use of those funds to register with the Central Contractor Registration (CCR) and obtain an entity identification code (similar to, but not necessarily a DUNS number). OMB should be clear that this registration is required of state contractors and grant awardees who receive Recovery Act funds. Additionally, OMB should require that CCR registrants be responsible for maintaining current and accurate information within the database.

All recipients of Recovery Act funds should register with the central reporting system prior to receipt of Recovery Act awards. The April 3 OMB interim guidance would require first-tier sub-awardees (i.e., grantees) to register with CCR; however, first-tier subcontractors of prime contractors would not. This registration will significantly abet OMB's central collection for recipient reports. By excluding subcontractors and additional tiers of sub-awardees from CCR registration, potentially thousands of recipients of Recovery Act funds would not be identified as such. If OMB expanded its definition of "recipient" to include all tiers of sub-awardees and required all recipients to register with CCR, CAR would have no concerns with this area of OMB's guidance.

Sec. 5.19 addresses grants and cooperative agreements, and states that first-tier sub-awardees should obtain DUNS numbers and should register with the Central Contractor Registration (CCR). There is no equivalent requirement for sub-awardees of prime contractors in Sec. 6 of

the guidance. Additionally, the Interim Final Guidance for Federal Financial Assistance contained in Appendix 9 states that first-tier sub-recipients must register with CCR, while the Interim Federal Acquisition Regulations in Appendix 8 states that "First-tier subcontractors are not required to register in the Central Contractor Registration (CCR) as a consequence of this rule." The April 3 OMB interim guidance appears to be saying that sub-awardees of non-contract awards are required to register with CCR, but sub-contractors of prime contractors are not, hiding myriad Recovery Act fund awardees from the public and the federal government.

Moreover, as CAR has stressed in previous communications, an accurate entity identification system is essential. This means that company and parent company ownership need to be regularly updated to ensure accuracy and companies merge or get bought out. CAR recommends that recipients of the federal funds (whether directly or through sub-awards) must ensure that their information in the CCR is accurate.

We remain concerned that OMB has implicitly condoned the use of the DUNS number as the vehicle for entity identification. The DUNS number is owned by a private company, which may have significant implications for future government disclosure decisions.

### **Jobs and Other Program Performance Data**

Recommendation: OMB should require all recipients – not just prime recipients – of Recovery Act funds to report on the number of jobs sustained or created by projects undertaken by that recipient. These estimates should also be made available to the public via the Internet.

Employment data (and other required data as specified in Sec. 1512 of the Recovery Act) will be collected by federal agencies from prime recipients only. Prime recipients are responsible for "reporting on their use of funds as well as any sub-awards (i.e., sub-grants, subcontracts, etc.) they make." In cases in which a federal agency gives money to a state, the state would be required to report employment data on each project that the state has undertaken with those Recovery Act funds. Aggregation of employment data by prime recipient will hinder transparency and accountability obscuring the performance of individual organizations that receive Recovery Act funds.

Recommendation: OMB should require that recipients report, along with number of full-time equivalents (FTEs), number of hours employed for a project.

The guidance states that recipients are to report a brief description and an estimate of the jobs created or retained. Job creation and retention figures are to be based on aggregate hours worked converted into a figure for full-time-equivalent (FTE) positions. Yet it leaves it up to each recipient to determine how many hours equal a FTE, which will lead to substantial inconsistencies. It would be advisable to require recipients to report the aggregate hours figure as well as the FTEs, so that analysts can make valid comparisons.

Recommendation: OMB should require that recipients report not just FTEs used for a given project, but information on the quality of jobs created or retained.

It is encouraging that the procedures for employment reporting include the collection of data on the types of jobs created ("job titles or broader labor categories"), but it is disappointing that the guidance does not also provide for gathering information on the *quality* of those jobs, especially wage levels and availability of health coverage. Without such information, it will not be possible to safeguard against the use of Recovery Act funds to create substandard jobs. And, to protect sensitive information, recipients should publicly report only aggregate and average data to measure personal information such as wages and demographics.

Recommendation: OMB should work with agencies to ensure that sufficient and relevant performance data are collected. CAR will offer its recommendations for performance measurement criteria in the near future. However, OMB should set a short timeframe within which agencies and OMB agree upon which performance criteria will be established.

The guidance, in Sec. 2.8, enumerates a dozen elements that must be included in program-specific plans. One of these elements is "expected quantifiable outcomes consistent with the intent and requirements of the legislation." The guidance also notes that the terms in conditions that are to accompany Recovery Act grant awards leaves "significant discretion to Federal agencies" on how and what performance data awardees must report as part of their quarterly recipient reports.

By leaving these data collection requirements to the federal agencies, it is not certain that all federal agencies will obtain data necessary to measure the impact of Recovery Act projects. While flexibility and discretion with respect to measuring each agency's programs is desirable, OMB should engage immediately federal agencies to quickly devise their Recovery Act performance data requirements to ensure that sufficient, relevant, and comparable data are collected from the beginning. The public should also be consulted on the performance data to be collected.

OMB should also be clear that the requirements for performance data collection will follow Recovery Act funds so that any level of sub-awardee must collect the performance data specified by the agency for the project.

#### State-Level Reporting

If OMB adopts CAR's recommendations for who would be required to report on Recovery Act funds use, the OMB guidance in Sec. 2.17 would be irrelevant, and our recommendations below could subsequently be ignored.

Recommendation: OMB should require that recipients of Recovery Act funds through state agencies, including state-level contractors, report on the acquisition and use of those funds to a federal central reporting system, rather than allowing states to transmit data to the federal agencies.

In Sec. 2.17, the guidance states that Federal agencies "should provide States the flexibility to determine the optimal approach for collecting and transmitting" recipient reporting data. A state would be allowed to either "create a central point of contact responsible for transmitting"

recipient reports required of awardees of Recovery Act funds awarded by the state. "Alternatively, a State may prefer to have individual State agencies or recipients separately report to the Federal government rather than relying on a single point of contact to consolidate the information centrally for transmission."

This flexibility in State-level reporting unfortunately creates the opportunity for a loss in data fidelity. A state that opts to gather Recovery Act reports from its agencies into a single collection point could allow Governors to refine the reports to reflect a "better" assessment of the use of Recovery Act funds. A system in which every entity that receives Recovery Act funds report directly to a federal central reporting system would greatly reduce the opportunity for data alteration.

#### RFPs, Contracts, Bids, and Waivers

<u>Recommendation</u>: OMB should require that all Recovery Act RFPs, contracts (with redactions, if needed), including those granted by States and local authorities, and bids on those contracts be posted online. And, if permissible by law, the threshold for contract information posting should be lowered to \$200,000.

Recommendation: Because Recovery Act funds are federal, RFPs issued at the State and local level should be made available on Grants.gov and FedBizOpps.gov (as federal grant and contract RFPs are available) to extend the potential pool of contract bidders and grant applicants to as many groups as possible.

The OMB guidance issued on Feb. 18 (m-09-10) required agencies to post to the agency website and to Recovery.gov summaries of contracts or orders (or modifications to an existing contract or order) over \$500,000 or of any contract was not fixed-priced and competitively awarded. The April 3 interim guidance makes no mention of how this is to be accomplished. We also strongly urge OMB to modify the Feb. 18 guidance to include the full contract language, not just summaries, along with proposal requests, bids. In addition, the RFP should also be disclosed. Without access to RFPs, bids, and all of the language of attendant awarded contracts, it will be difficult for outside stakeholders to assess the performance of any contractor using Recovery Act funds. If there is a justifiable need for portions of the contract to not be disclosed, then redaction of that section is preferable to withholding the entire contract.

OMB should require that all bids be made available online, but if this presents a confidentiality problem, CAR would be satisfied if OMB adopted the guidelines surrounding disclosures of bids as articulated in the Strengthening Transparency and Accountability in Federal Spending Act of 2008 (S. 3077) as introduced in the 110<sup>th</sup> Congress by Sen. Barack Obama.

Because billions of dollars of federal Recovery Act funds will be awarded through state and local governments, notice of those contracts should be advertised as widely as possible to ensure that many potential bidders are aware of such projects. OMB should require that state and local governments report to the federal government as quickly as possible any Recovery Act project RFPs they may be offering. Additionally, OMB should specify how those RFPs and contracts or grant awards be transmitted to the federal government. CAR recommends employing the under-

development central reporting system to allow these local authorities to report their RFPs and contracts.

Recommendation: OMB should post any waivers on requirements of awards or contracts online.

The Recovery Act places certain restrictions on the use of Recovery Act funds, but it also allows federal agencies to grant waivers to such restrictions under some circumstances. For example, the Buy American provision, Sec. 1605, of the act requires that certain materials and manufactured goods employed in Recovery Act projects be made in America. The title also allows exceptions to this requirement for certain reasons, but the agency head granting the waiver "shall publish in the Federal Register a detailed written justification as to why the provision is being waived." OMB should require that requests for Buy American waivers and any other waivers to Recovery Act spending be posted online along with the contract for which the waiver was sought. To make requested waivers accessible for public comment, notification of waiver requests are currently posted at the Federal Register. This same information needs to be made accessible to the public through Recovery.gov, and be able to be sorted and filtered by certain characteristics (state, date of waiver request, etc.). Interested parties should be also able to register for immediate email alerts for when a waiver is requested.

Most importantly, implementation language of transparency in the Recovery Act should be reconsidered so that penalties are in place when a requested waiver is not made accessible for public review and comment. Currently there are no such penalties for any entity that chooses to not make waiver requests available to the public.

Recommendation: OMB should post contracts and loan or grant awards, including those made my states and local authorities, online in a searchable, sortable, and machine-readable format. Contracts and loan or grant awards should also be indexed for ease of browsing.

Although the Feb. 18 OMB guidance specified that summaries of contracts be posted online, it did not specify how those contracts should be posted. In addition to adopting CAR's recommendation that full contract (and grant and loan agreements) be posted on line, those contracts should be searchable, sortable, and easily transmitted from Recovery.gov to other computer systems. Without the ability of simple and advanced search by various unique identifiers, key terms, categories, geographic reference and even full text, users will not be able to locate contracts that may be of interest to them. By not allowing users to filter, sort, and download contracts by various criteria (like place of performance, dollar value, name of contract winner, etc.), transparency of contracts will be sustainably hindered.

## Weekly Financial and Activity Reports

Recommendation: OMB should require that agencies include additional data in their Weekly Financial and Activity Reports, including indicating how much each state is receiving and how much is for direct grants, contracts, loans, or other financial assistance; and whether the funding is discretionary or mandatory.

Appendix 1 of the April 3 interim guidance indicates the data fields specified for the Weekly Financial and Activity Reports from the federal agencies in the Feb. 18 guidance would be revised by April 7. However, those revised specifications are currently available on the MAX website, which is accessible only by personnel within the federal government. If OMB's revision does not require agencies to report the following on their Weekly Financial and Activity Reports, CAR recommends that OMB should require agencies to report for each program:

- How much each state is receiving in Recovery Act funds
- How much is for Direct grants, contracts, loans, or other financial assistance
- · Whether the funding is discretionary or mandatory

#### **Data Feeds**

Data feeds are to the Web what wire services are to newspapers: continuous streams of (structured) information feeding into the same destination. Data feeds using standardized formats can be combined, aggregated, filtered, compared and republished immediately and automatically. Data feed are publicly visible when persistently published on web sites according to conventions making them easy to find and reliable to repeated access.

Although CAR believes that recipient reports (Sec. 1512 reports) should be available in a data feed format (such as Atom), our comments here are limited to data feeds of data supplied by the federal government.

Recommendation: OMB should require that federal agencies, including CCR, FederalReporting.gov, and Recovery.gov, providing Recovery Act funding information make available feeds to the public for their data.

While the OMB interim guidance stipulates that federal agencies provide their data in a feed format (OMB prefers Atom), it remains silent on whether other Recovery Act-related websites should provide similar feeds. Without these feeds, a significant portion of Recovery Act spending will remain largely obscured. OMB guidance should specify the conventions and formats for publishing aggregated data feeds on federal web sites recognized as the primary portals for public access to the aggregated Sec. 1512 reporting requirements.

Recommendation: OMB should be more specific about the content, structure, and location of federal agency data feeds. OMB should require that federal agencies, including CCR, FederalReporting.gov, and Recovery.gov, publish a "data catalog" of the structured data and data feeds collected and available from their web sites.

In order to make feeds work as a decentralized and effective tool for transparency, OMB must be much more forceful in requiring their implementation. OMB needs to issue more specific technical guidance to agencies, especially addressing issues outlined below. A recent report by University of California, Berkeley researchers offer detailed guidance<sup>1</sup>. This report is available open access and carries a Creative Commons copyright license so that it can be freely reused and adapted by OMB. Its recommendations include the following:

<sup>&</sup>lt;sup>1</sup> Erik Wilde, Eric C. Kansa, and Raymond Yee, "Proposed Guideline Clarifications for American Recovery and Reinvestment Act of 2009" (March 16, 2009). School of Information. Paper 2009-029 at http://repositories.cdlib.org/ischool/2009-029

- Feeds should be easy to find. A transparency measure is not effective if it is hidden or remains obscure. Directories of feeds and guidelines for where to publish feeds should be developed.
- Feeds need to conform to common, open standards (valid Atom).
- Feeds need to clearly indicate links to retrieve relevant, structured reporting data. This structured data should be in an open XML-format uniformly applied by each agency.
- Feeds need to archive data so that they not only deliver current information, but also
  make old entries and associated data easy to retrieve.

OMB's recommendation that agencies publish Recovery-related web pages using the location convention of "agencyname.gov/recovery" has made it easy for the public to find each agency's recovery information. A similar recommendation of publishing a single page, tabular index to the data feeds available on the web site will make it easy for the public to find and access the data feeds. This page could be located at "agencyname.gov/recovery/data" and should also link to descriptive meta-data about the feeds. The notion of a data catalog has been used by the city of Washington, DC to organize dozens of municipal data feeds.

<u>Recommendation</u>: OMB should include the reference Recovery Act Architecture Package document as an appendix to the guidance.

Both the Feb. 18 and April 3 Guidance documents refer to an additional document called Recovery Act Architecture Package whose purpose is "to support shared understanding of technical requirements and solution approaches across all stakeholders." This document should be included as an appendix to the OMB guidance or otherwise be made publicly available, as stakeholders in the outcomes of the Recovery Act include not just federal agencies but citizens as well.

#### Compliance

Neither the OMB interim guidance nor the Recovery Act itself enumerate the consequences for federal agencies or Recovery Act funds recipients that do not comply with the requirements set forth by OMB or the act. To ensure that these parties adhere to the rules and guidelines of Recovery Act funds reporting, OMB should state what penalties or other enforceable consequences federal agencies or recipients will face should they fall out of compliance. Without an enforcement mechanism, the implementation of transparent and accountable expenditure process will be threatened.

## Commonwealth of Pennsylvania High Risk Programs Receiving Recovery Act Funds

The following table contains 15 programs rated "high risk", based on the risk assessment performed on the programs receiving Recovery Act by the PA Bureau of Audits.

Agency	Program
DPW – Dept. of Public Welfare	Medicaid – FMAP
DCED – Dept. of Community and Economic Development	Weatherization
DPW - Dept. of Public Welfare	Food Stamp Benefits
PennDOT – Pennsylvania Dept. of Transportation	Federal Highway – Highways/bridges
PENNVEST	Clean Water State Revolving Fund Program
DEP - Dept. of Environmental Protection	State Energy Program
PENNVEST	Drinking Water State Revolving Fund Program
DCED – Dept. of Community and Economic Development	Neighborhood Stabilization Program
DCED – Dept. of Community and Economic Development	Community Services Block Grant
DCED – Dept. of Community and Economic Development	Homeless Prevention & Rapid Re-housing Program
DCED – Dept. of Community and Economic Development	Community Development Block Grant
DPW – Dept. of Public Welfare	Foster Care/Adoption FMAP
PDE – Pennsylvania Dept. of Education	ESEA Title I Grants
PDE - Pennsylvania Dept. of Education	State Fiscal Stabilization Fund
DPW - Dept. of Public Welfare	Child Care and Development Block Grant



June 2009

National Governors Association
National Association of State Budget Officers

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### Preface

The Fiscal Survey of States is published twice annually by the National Association of State Budget Officers (NASBO) and the National Governors Association (NGA). The series was started in 1979. The survey presents aggregate and individual data on the states' general fund receipts, expenditures, and balances. Although not the totality of state spending, these funds are used to finance most broad-based state services and are the most important elements in determining the fiscal health of the states. A separate survey that includes total state spending also is conducted annually.

The field survey on which this report is based was conducted by NASBO from February through May 2009. The surveys were completed by Governors' state budget officers in all 50 states.

Fiscal 2008 data represent actual figures, fiscal 2009 figures are estimated, and fiscal 2010 data reflect recommended budgets.

Forty-six states begin their fiscal years in July and end them in June. The exceptions are Alabama and Michigan, with October to September fiscal years; New York, with an April to March fiscal year; and Texas, with a September to August fiscal year. Additionally, 20 states operate on a biennial budget cycle.

NASBO staff member Ben Husch compiled the data and prepared the text for the report. Nelle Sandridge of State Services Organization provided typesetting services.

The 50 states are facing one of the worst fiscal periods in decades. Fiscal conditions deteriorated for nearly every state during fiscal year 2009, and weak fiscal conditions are expected to continue in fiscal 2010 and possibly into fiscal years 2011 and 2012. While general fund expenditures and revenue collections increased for many states in fiscal 2008, the economic recession, which began in December 2007, significantly changed the fiscal outlook, resulting in almost half the states experiencing negative budget growth in fiscal 2009, and nearly three quarters of states recommending fiscal 2010 budgets with negative growth. As the severe national recession continued, tax revenues from sales, personal income, and corporate income taxes continued to come in lower than expected during fiscal 2009. Substantial job losses and significant reductions in corporate profits resulted in declines in capital gains and other investment income, an important source of revenue for states. State fiscal conditions historically lag behind any national economic recovery, which indicates that state fiscal conditions will remain weak in fiscal 2010 and likely into fiscal years 2011 and 2012.

Fiscal 2009 general fund expenditures are currently estimated to decline 2.2 percent compared to fiscal 2008 levels. Likewise, governors' recommended budgets for fiscal 2010 show a 2.5 percent decrease in general fund expenditures. These decreases in general fund expenditures would be the largest declines in the history of the Fiscal Survey, as well as the first time in which state general fund expenditures declined in consecutive years. Prior to 2009, actual state general fund spending had only declined in 1983.

The weakening of state fiscal conditions is also reflected in the fact that states currently estimate that they will have faced \$230 billion in reported budget gaps between fiscal 2009 and fiscal 2011. Of this \$230 billion, states have already closed \$46.2 billion in budget gaps during fiscal 2009. As such, over three quarters of the states have already cut their enacted fiscal 2009 budgets by \$31.6 billion.

Expenditure pressures continue as demand for additional funding of programs such as Medicaid increase during tough economic periods and states deal with looming long-term issues such as funding pensions, demographic shifts, and maintenance and repair of infrastructure. Unfortunately, when revenue growth declines as a result of a weakened economy, spending pressures for social programs and health care increase.

While the *American Recovery and Reinvestment Act of 2009* has helped states avoid draconian levels of cuts, it will not end the need for states to cut spending as exhibited by the 2.5 percent decline in governors' recommended budgets for fiscal 2010.

This edition of *The Fiscal Survey of States* reflects actual fiscal 2008, estimated fiscal 2009, and recommended fiscal 2010 figures. The data were collected during spring 2009.

#### **State Spending**

Findings of this edition of the *Fiscal Survey of States* include the following:

■ So far, 42 states were forced to reduce enacted budgets in fiscal 2009 by \$31.6 billion. This is in stark contrast to the thirteen states that had to reduce their enacted budgets in fiscal 2008 and the three states that reduced their enacted budgets during 2007. During the last fiscal downturn, the peak years of reductions to

enacted budgets occurred in fiscal 2002 and fiscal 2003, when thirty-seven states were forced to make mid-year budget reductions totaling \$14 billion and \$12 billion, respectively. These years of peak cuts occurred after the national economic downturn ended in 2001.

- Thirty-five states assume negative budget growth for fiscal 2010 governors' recommended general fund budgets, while 30 states are estimating negative growth budgets for fiscal 2009.
- Medicaid spending from state funds is estimated to decline by 1.7 percent in governors' recommended budgets for fiscal 2010, although federal funds are expected to increase 5.5 percent. Similarly, Medicaid spending from state funds is estimated to decline by 0.5 percent in fiscal 2009, while federal funds are estimated to increase by 11.1 percent.
- Three states are recommending an increase to their fiscal 2010 cash assistance levels under the Temporary Assistance for Needy Families (TANF) program, while three states are recommending a decrease.

#### **State Revenue Actions**

Recommended net tax and fee changes would result in \$23.9 billion in additional revenue based on governors' recommended fiscal 2010 budgets. For fiscal 2010, 29 states recommend net increases while five states recommend net decreases. This amount well exceeds fiscal 2009, when states recommended \$726 million tax and fee increases, as sixteen states recommended net decreases while eleven state recommended net increases.

Other findings include:

- The number of states experiencing revenue shortfalls increased in fiscal 2009. Revenues from all sources which include sales, personal income, corporate income and all other taxes and fees exceed expectations in two states, are on target in ten states, and are below expectations in thirty-eight states. This is in contrast to fiscal 2008 when twenty-five states reported that revenue collections exceeded estimates.
- Fiscal 2009 estimated tax collections of sales, personal income, and corporate income are 6.1 percent lower than actual fiscal 2008 collections. This average contains a range of performance with considerable weakening of personal income tax and corporate income tax collections, while sales tax collections declined by the least of the three major sources. Specifically, sales tax collections are 3.2 percent lower and personal income tax collections are 6.6 percent lower. Corporate income tax collections are 15.2 percent lower for current fiscal 2009 estimates relative to actual fiscal 2008 collections. Within state budgets, about 40 percent of general fund revenue is from the personal income tax, 33 percent is from the sales tax, and eight percent is from the corporate tax, with the rest from various other sources.
- States are projecting a growth of 1.7 percent in tax collections for fiscal 2010 recommended budgets relative to fiscal 2009 current year estimates. Compared to fiscal 2009 collections, recommended fiscal 2010 budgets reflect a 3.0 percent increase in sales tax revenue, 1.3 percent increase in personal income tax revenue, and a 1.7 percent decrease in corporate income tax revenue. However, many states have since reported that April tax collections were well below estimates.

#### **Year-End Balances**

Total balances—ending balances and the amounts in budget stabilization "rainy day" funds—are a crucial tool that states heavily rely on during fiscal downturns and budget shortfalls. Balance levels are one of the indicators of overall state fiscal health.

■ After reaching a peak in fiscal 2006 at \$69 billion or 11.5 percent of expenditures, balances declined in fiscal 2008 to 9.1 percent of expenditures. However, balance levels have fallen significantly during fiscal 2009, as balance level estimates now represent 5.5 percent of

expenditures. Balance levels are projected to decrease to 5.3 percent of expenditures based on governors' recommended fiscal 2010 budgets. While balance levels have fallen from their 2006 highs, they are expected to nearly match their historical average of 5.8 percent of expenditures. Because states recognize that an economic downturn may last for more than one year they are reluctant to deplete balances. This is in part due to concerns that the poor fiscal situation may continue through fiscal 2011.

## **State Expenditure Developments**

CHAPTER ONE

#### Overview

State finances have continued to worsen throughout 2009. Nearly every state faced tightening fiscal conditions compared to fiscal 2008, when such fiscal difficulties were seen in about half the states. In fiscal 2009, forty-two states reduced enacted budgets by \$31.6 billion. In comparison, three states cut enacted budgets in fiscal 2007 and 13 states imposed cuts to enacted budgets during fiscal 2008. The number of states reducing enacted budgets in fiscal 2009 already exceeds the thirty-seven states in both fiscal 2002 and fiscal 2003 that were forced to make mid-year budget cuts at the depth of the previous state fiscal crisis totaling nearly \$14 billion and \$12 billion, respectively. The continued downward trend during 2009 resulted predominantly from a significant slowdown in revenue collections. However, based on previous downturns, the impact on state budgets may lag the downturn in the economy as states may take up to several years after a recession is over to recover.

Due to the decline in revenues, 41 states have already reported budget gaps during fiscal 2009. Additionally, 37 states have already reported that they will face budget gaps for fiscal 2010, while 24 states are currently forecasting budget gaps for fiscal 2011.

As a result of declining state fiscal conditions, states have been considerably more active in addressing budget gaps in fiscal 2009. More than half the states relied on targeted cuts, while more than forty percent of states enacted across-the-board cuts, and used rainy day funds to reduce or eliminate these gaps. Other common strategies include furloughs, layoffs, and reduction in local aid. (see Table 1 and Appendix Table A-5).

## State Spending from All Sources

This report captures only state general fund spending. General fund spending represents the primary component of discretionary expenditures of revenue derived from general sources which has not been earmarked for specific items. According to the most recent edition of NASBO's State Expenditure Report, estimated fiscal 2008 spending from all sources (general funds, federal funds, other state funds and bonds) is approximately \$1.56 trillion with the general fund representing 44.3 percent of the total. The components of total state spending for estimated fiscal 2008 are: Elementary and secondary education, 20.9 percent; Medicaid, 20.7 percent; higher education, 10.3 percent; transportation, 8.1 percent; corrections, 3.4 percent; public assistance, 1.6 percent; and all other expenditures, 35.1 percent.

For estimated fiscal 2008, components of state spending within the general fund are elementary and secondary education, 34.5 percent; Medicaid, 16.9 percent; higher education, 11.5 percent; corrections, 6.9 percent; transportation, 1 percent; public assistance, 1.8 percent; and all other expenditures, 27.6 percent.

Budget Cuts Ma		ous Dauget i asseu
State	Size of Cuts (\$ in Millions)	Exempted Programs or Expenditures
Alabama	\$ 570.0	Debt Service
Maska	17.6	Public Safety, Military & Veterans Affairs, and University of Alaska
Arizona	540.0	Portions of Education, Medicaid/Health and Parts are voter protected; however administration cuts were assesses in all areas.
Arkansas	64.9	Education and Selected Agencies
California	9,848.6-10,399.2	
Colorado*	346.7	
Connecticut	343.3	Municipal Aid
Delaware	197.4	Debt Service, Public/Higher Ed
lorida	887.4	
Georgia	2,262.2	
fawaii	49.9	Debt service, employees' retirement system and health insurance, children and adult ment health, emergency medical services
daho	229.3	
linois	500.0	K-12 Education
owa	119.9	Every program received some type of reduction
ndiana	767.4	K-12 Education, Public Safety, Medicaid, Child Protection, Transportation
ansas	200.3	Debt service, health, human service caseloads
entucky	147.0	K-12 formula funding, Medicaid, student financial aid, corrections, mental health
ouisiana	341.0	
laine	74.6	
laryland	470.9	Mandated K-12 expenditures and debt service
lassachusetts	946.0	Debt Service
lichigan	438.4	Higher education funding and scholarships, Medicaid eligibility, childrens' services, staneeded to process unemployment benefits and public assistance claims, and veterans' home:
finnesota	426.3	
Aississippi	199.9	K-12 Chickasaw Interest, IHL Ayers settlement, Medicaid services, Family & Childre Services, Youth Services, Billy A Rehab Services, Homestead Exemption assistance, an Debt Service.
∕lissouri	261.2	Medicaid and Education
lew Hampshire	81.9	Direct Care, Education Adequacy
lew Jersev*	1,760.0	Enough Control Control (Control Control Contro
levada	136.0	
lew Mexico	282.1	Public health and safety
lew York	1,700.0	. ability and collety
lorth Carolina	1,211.0	Debt service
Ohio	1,165.8	K-12; Higher Ed Institution Subsidy; Corrections
Oregon	764.0	Non-general fund
Pennsylvania	521.0	The Governor does not have the authority to reduce appropriations to the Attorney General Auditor General and Treasurer (which are independently elected); the legislature and judiciary
Rhode Island*	212.0	the second secon
South Carolina*	1,106.5	Higher Education Scholarships and Tuition Grants; Southern Regional Education Boar Professional Scholarship Programs and Fees; Debt Service; Aid to Fire Districts; Fir Responder Interoperability; National Guard Pension Fund; Compensation of Coun Registration Board Members & County Election Commissioners
outh Dakota	71.6	
tah*	36.0	
ermont	27.3	Juvenile rehabilitation center, state police, state veterans' home, correctional officers, stat hospital
irginia	480.3	K-12 Standards of Quality exempt in FY 2009
/ashington*	580.1	K-12 basic education, debt service payments, and pension payments are always exempt
/isconsin*	635.0	
otal	\$ 31,571.4	

SOURCE: National Association of State Budget Officers.

TABLE 1-A
-----------

2009 Program Are	a outs							
Region/State	K-12 Education	Higher Education	Public Assistance	Medicaid	Corrections	Transportation	Personnel	Other
NEW ENGLAND		~~~~~~~~~~						
Connecticut	x	x	x	x			x	
Maine	х	х						
Massachusetts	Х	×	X	x	x	X	x	
New Hampshire								
Rhode Island	x	х		×			х	
Vermont			X	×	х.			
MID-ATLANTIC					***************************************			
Delaware					x		x	х
Maryland*	×	X	x	х	x		х	×
New Jersey	X	Χ	Х	X	Х	x	х	
New York		×		×				
Pennsylvania	X	×			X	×	×	×
GREAT LAKES Illinois								
Indiana		x						X
Michigan	X		×	×	×	×	x	X
Ohio				X			×	X
Wisconsin*	x			×			***************************************	×
PLAINS								
łowa	x	x	x	x	x		x	x
Kansas		X			x			
Minnesota		×	Χ	×				X
Missouri							×	X
Nebraska								
North Dakota			***************************************					
South Dakota	x	х			X			
SOUTHEAST		······································						
Alabama	×	×						
Arkansas		×	x		×			
Florida	<del></del>					·		
Georgia	x	x	x	×	×	x	×	х
Kentucky	x			<u>^</u>	<u>^</u>			
Louisiana	x	x	x	×	х	x	х	x
Mississippi		×						
North Carolina	×	×	×		×		×	
South Carolina*	X	x	- x		×		X	x
Tennessee		<u>^</u>		^		^_		^
Virginia*		×	×	×	×	×	×	x
		х	хх	X	x	х	x	
West Virginia SOUTHWEST			***************************************					
Arizona	x	x	x		×	x	×	x
New Mexico	X	X	×	. x	×	^	x	^
Oklahoma	<u>*</u>	<u>^</u>				······		
Texas								
ROCKY MOUNTAIN								
Colorado*	x	×		×	×		×	×
Idaho	<u>×</u>	x		<u>x</u>	x		<u>×</u>	
Montana	X	х	X		х		x	
Utah								
Wyoming		X	×	X	x	x	x	X
FAR WEST								
Alaska								×
California	x	x	X			Χ_	Х	Х
Hawaii	×	×		×	×		x	×
Nevada								
Oregon	×	x	X	×	×	Χ	×	×
Washington	x	×	×	×	×	x	x	×
	26	31	22	25	25	15	25	24

SOURCE: National Association of State Budget Officers.

Proposed 2010 Pr	ogram Area	Cuts						
Region/State	K-12 Education	Higher Education	Public Assistance	Medicaid	Corrections	Transportation	Personnel	Other
NEW ENGLAND				·	***************************************			
Connecticut	×	x	×	×	×		x	х
Maine	X	x		x		X	x	
Massachusetts	X	x	x	X	X	×	×	
New Hampshire Rhode Island								
Vermont	x	x	×	X X	x		~	
VID-ATLANTIC			^	<u>^</u>				
Delaware	х х	x	x	×	x	x	×	х
Maryland	x	X	X	x	X		X	X
New Jersey*	x	x	X	x	хх	X	X	
New York Pennsylvania	<u>x</u>	<u> </u>	x	x	x	x	<u>x</u>	
GREAT LAKES	x	х					x	X
Illinois Indiana*					х	хх	x	x
Michigan	×	х	×	X	x	X	x	×
Ohio								
Wisconsin* PLAINS Iowa	x		X	x			X	X
Kansas		X			×			
Minnesota	X	X	хх	x		X		X
Missouri							X	хх
Nebraska* North Dakota	******			X			x	x
South Dakota SOUTHEAST Alabama Arkansas Florida	<u> </u>	×	X		X		X	×
Georgia Kentucky	х х	X	X	х	х	x	x	×
Louisiana	x	x	×	×	x	×	x	×
Mississippi							<u>^</u>	
North Carolina	X	x	X	X	X.	X	x	
South Carolina*	X	X	X	x	X	x	X	х
Tennessee								
Virginia West Virginia	x	X X	X X	x	x	x x	<u>x</u>	<u>X</u> _
SOUTHWEST	^			^	^		X	×
Arizona	x	x	x		x	×	×	x
New Mexico	X	x	×	×	×		X	X
Oklahoma*								
Texas ROCKY MOUNTAIN Colorado	×	x		×	x		x	x
Idaho		×	×	^x	X	x	- X	
Montana		X					^	
Utah	×	×	x	х	x	х х	X	×
Wyoming AR WEST Alaska								
California	x	. X .	×	X	x	x	×	x
Hawaii Nevada	×	x			X	***************************************	X	X
Oregon*								
Washington	<u>x</u>	x	×	<u> </u>	×	x	×	x
otal	27	28	23	25	25	19	28	23

Colorado	Reflects General Assembly GF (Only) Budget cuts as of May 5, 2009						
New Jersey	Balance of FY 2009 solutions included use of \$730 million in balances, \$783 million in federal stimulus, and \$100 million in revenue from Tax Amnesty.						
Rhode Island	Reduction in general revenue expenditures, \$178.3 million of which is estimated relief from the federal ARRA (\$137.3 million from FMAP/Title IV-E enhancement and \$41.0 million from the stabilization fund).						
South Carolina	Cuts through March 18, 2009						
Utah	Agency cuts were \$36.0 million, with (\$2.0 million) backfill to agency cuts.						
Washington	Additional cuts are forthcoming prior to end of FY 2009.						
Wisconsin	\$597 million in Federal Fiscal Relief - Budget in Brief, Table 2. +\$38 million in lapses, Act 2.						
NOTES TO TABL	E 1-A						
Colorado	Medicaid costs increased in FY 2009, netting out against the cuts, requiring \$24.4 million in new General Fund (GF) compared to the original appropriation. Transportation funding occurs through a GF diversion-based formula, determined by total GF revenues relative to base (appropriations) spending. As such, transportation did not receive its formula-based funding, but it was not cut after receiving funding, Much of K-12 Education is governed by a constitution provision (Amendment 23) which limits the flexibility in funding but it is not exempt in total so this box is not checked.						
Maryland	Reduction amounts shown for Medicaid include reductions to the State Department of Health and Mental Hygiene, which includes Medicaid as well as other health related programs. Reduction amounts shown for Public Assistance include reductions to the State Department of Human Resources, which includes temporary cash assistance, foster care, energy assistance as well as other social service programs. Identified gaps and solutions are for the State's general fund only.						
South Carolina	Reduced the Capital Reserve Fund (totaling \$133.2 million) and local aid (totaling \$20.1 million).						
Virginia	In FY 2009: Administration, Finance, Commerce and Trade, Natural Resources, Agriculture, Technology. In FY 2010: Administration, Finance, Commerce and Trade, Natural Resources, Agriculture, Technology						
Wisconsin	Cuts were based on federal fiscal relief, unspecified reductions, and agency-specific cuts, and an ATB 1 percent cut. They were backfilled with federal fiscal relief dollars.						
NOTES TO TABL	E 1-B						
Indiana	Most state agencies						
Nebraska	The Governor's recommendations for FY 2010 assumed a 2.5 percent annual increase in employee salaries and wages and a 10 percent annual increase in the employer cost for employee health insurance. With just a few exceptions, the Governor's recommendations included budget adjustments to offset the cost of employee salary and health insurance increases in an effort to provide no or minimal net increase in appropriations. Agencies will address these budget adjustments in different ways. However, given the proportion that employee salary and benefit costs are of total agency budgets it is reasonable to assume there will be some position eliminations. The Governor's recommendations for FY 2011 included a reduction of \$14.6 million in state General Fund appropriations for Medicaid and SCHIP he base adjustment was the result of an analysis of the projected needs of the programs relative to the available baseline appropriation and was not a reduction in eligibility, services or provider reimbursements. The Governor's recommendations for FY 2010 included a reduction of \$13.9 million in state General Fund appropriations for the state's Homestead Exemption program. This was the result of an analysis of the projected needs of the program relative to the baseline appropriation and was not a reduction in eligibility services or provider reimbursements.						
New Jersey	No cuts to cash assistance grants, but other cuts to Public Assistance were implemented. Most cuts to Medicaid services relate to federal stimulus, but there were other reductions that did not involve stimulus funds. Debt service was exempted from cuts, and there was no net reduction to children's services.						
Oklahoma	Oklahoma doesn't have an FY-2010 budget in place at this time; so, we can't report which if any of the listed measures will be taken						
Oregon	The Legislature has not yet decided how to balance the FY 2010 budget.						
South Carolina	Reduce local aid; reduce several agency bases to the FY 2005-2006 funding levels; reduce agency travel						
Wisconsin	Cuts were based on federal fiscal relief, unspecified reductions, and agency-specific cuts, and an ATB 1 percent cut. They were backfilled with federal fiscal relief dollars. Current estimates are from the LFB General Fund and Revenue Projections, January 29, 2009, Table 3 combined with adjustments from Act 2.						

#### State General Fund Spending

State general fund spending in governors' proposed fiscal 2010 budgets totals \$652.9 billion, or 2.5 percent below fiscal 2009 estimated spending. This spending decrease of 2.5 percent would be the worst expenditure growth in the past thirty-two years. For fiscal 2009, estimated general fund spending decreased by 2.2 percent, the second worst decline in state spending in the past 32 years (see Table 2, Figure 1, and Appendix Table A-4).

Contributing to the significant slowdown in state general fund spending is the decline in tax revenue collections due to the ongoing national recession. The current recession, which started in December 2007, has been described as the longest and most severe recession since the Great Depression in the 1930s. GDP growth has declined significantly during the past two quarters, and current forecasts do not expect GDP to expand until the third quarter of 2009, at the earliest. Capital gains and investment income has significantly declined as a result of the financial crisis. Additionally, the unemployment rate could peak near 10 percent, from its

current level of 8.9 percent. This lack of economic expansion along with significant job losses have resulted in decreasing sales, personal income, and corporate income tax collections during fiscal 2009.

In response, thirty-five states, in their fiscal 2010 recommended budgets, stated that general fund spending would be below the previous year. Additionally, eleven states recommended general fund expenditure growth between 0 and 4.9 percent, two states recommended expenditure growth between 5 and 9.9 percent, while two states recommended general fund expenditure growth greater than 10 percent. For fiscal 2009, 30 states are estimating general fund spending below the previous year, along with 12 states that are estimating general fund spending growth to be between 0 and 4.9 percent, seven states estimate that general fund expenditure growth will be between 5 and 9.9 percent, while one state is estimating that general fund spending will grow by 10 percent or more. In contrast, only one state reported negative expenditure growth for fiscal 2007 (see Table 3 and Appendix Table A-4).

FIGURE 1

Annual Percentage Budget Increases, Fiscal 1979 to Fiscal 2010

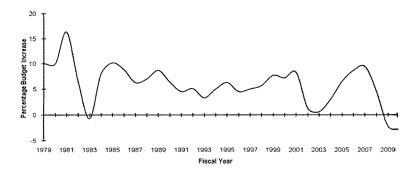


TABLE 2
State Nominal and Real Annual Budget Increases, Fiscal 1979 to Fiscal 2010

	State General Fund				
	Nominal Increase	Real Increase			
2010	-2.5%	_			
2009*	-2.2	-4.6			
2008*	4.5	-1.4			
2007	9.4	4.9			
2006	8.7	2.2			
2005	6.5	0.9			
2004	3.0	-0.6			
2003	0.6	-3.1			
2002	1.3	-0.8			
2001	8.3	4.4			
2000	7.2	3.1			
1999	7.7	5.6			
1998	5.7	4,1			
1997	5.0	2.9			
1996	4.5	2.2			
1995	6.3	3.4			
1994	5.0	2.6			
1993	3.3	1.0			
1992	5.1	2.9			
1991	4.5	0.1			
1990	6.4	2,6			
1989	8.7	5.4			
1988	7.0	3.5			
1987	6.3	2.7			
1986	8.9	5.6			
1985	10.2	6.1			
1984	8.0	3.7			
1983	-0.7	-6.3			
1982	6.4	-1.1			
1981	16.3	5.1			
1980	10.0	0.2			
1979	10.1	1.5			
1979-2010 average	5.9%	1.9%			

NOTES: The state and local government implicit price deflator, as cited by the Bureau of Economic Analysis in May 2009, is used for state expenditures in determining real changes. Fiscal 2009 figures are based on the change from fiscal 2008 actuals to estimated fiscal 2009. Fiscal 2010 figures are based on the change from estimated fiscal 2009 to recommended fiscal 2010.

SOURCE: National Association of State Budget Officers.

Annual State General Fund Expenditure Increases, Fiscal 2009 and Fiscal 2010

Number of States

Spending Growth	Fiscal 2009 (Estimated)	Fiscal 2010 (Recommended)
Negative growth	30	35
0.0% to 4.9%	12	11
5.0% to 9.9%	7	2
100/ or more	4	2

NOTE: Average spending growth for fiscal 2009 (estimated) is -2.2 percent; average spending growth for fiscal 2010 (recommended) is -2.5 percent.

SOURCE: National Association of State Budget Officers.

### State Cash Assistance Increased Under the Temporary Assistance for Needy Families Program

The Temporary Assistance for Needy Families (TANF) program was reauthorized under the Deficit Reduction Act in February 2006. The TANF block grant is funded at \$16.6 billion each year through 2010. The American Recovery and Reinvestment Act of 2009 (ARRA) included an additional \$5 billion for the TANF program for two years in the form of an emergency contingency fund.

The program includes specific definitions of work, work verification requirements, and penalties if states do not meet the requirements. As a result of these changes, most states have to significantly increase work participation rates. Under ARRA, however, the workload reduction credit is modified for two years as well as rules governing unspent TANF funds that are carried forth.

This report has information only on the changes in the cash assistance benefit levels within the program which represents approximately 35 percent of total program costs. For governors' recommended budgets for fiscal 2010, forty-four states would maintain the same cash assistance benefit levels that were in effect in fiscal 2009. Three states propose decreases in cash assistance benefit levels, ranging from 4 to 11 percent, while three states propose increases in cash assistance benefit levels ranging from 4.4 to 10.0 percent (see Table 4 and Notes to Table 4).

TABLE 4
Proposed Cost-of-Living Changes for Cash
Assistance Benefit Levels under the Temporary
Assistance For Needy Families Block Grant,
Fiscal 2010

State	Percent Change	
California	-4.0%	
Florida	-6.0%	
Hawaii	-11.0%	
Michigan*	See Note	
Montana	5.0%	
Nebraska*	See Note	
New York	10.0%	
South Carolina	4.4%	

SOURCE: National Association of State Budget Officers

#### NOTES TO TABLE 4

Michigan	The FY 2010 Executive recommendation does not include an increase for TANF cast assistance benefit levels; however, the FY 2009 clothing allowance increase to \$88 for all children from birth through age 18 is maintained in the FY 2010 Executive recommendation.
Nebraska	No increase in the maximum grant an individual may receive has been enacted for FY 2010. Effective July 1, 2009 Nebraska is increasing the maximum "standard of need" for TANF cash assistance from \$681 to \$710 per month (family of three). This increase is based on a 4.1 percent CPI increase in CY 2007 and 0.1 percent CPI increase in CY 2007 and 0.1 percent CPI increase in CY 2008.

### Medicaid Spending, Cost Containment, and Governors' Proposals for Health Care Expansion

#### Medicaid

Medicaid is a means-tested entitlement program financed by the states and the federal government that provides comprehensive and long-term medical care for more than 59 million low-income individuals. Medicaid accounted for approximately 21 percent of total state spending in fiscal 2008 and is only slightly below elementary and secondary education as the largest component of total state spending.

The American Recovery and Reinvestment Act (ARRA). The enactment of the American Recovery and Reinvestment Act of 2009 (ARRA) provides a temporary increase in the Federal Medicaid Assistance Percentage (FMAP) in order to enable states to maintain health care services during the recession. The estimated increase from the temporary increase in the FMAP is \$87 billion over the 27 months which began October 2008 and ends December 2010. All states receive a temporary increase of 6.2 percent in their FMAP as well as additional amounts for those states facing the highest unemployment rates. Maintenance of effort requirements (MOE) in order to receive the federal funds include not having more restrictive eligibility and enrollment standards, methodologies and procedures in place than were in place July 1, 2008.

Please note that due to the release of governors' proposed budgets for fiscal 2010 and the enactment of ARRA during the same time frame, about one-third of the states were not able to incorporate either partial or total ARRA funds in the governors' budget request for fiscal 2010.

Medicaid Growth Rates. The enhanced federal match for Medicaid as part of ARRA allows states to continue health care coverage under Medicaid with federal funds as state funds have declined during fiscal 2009 and fiscal 2010. Total Medicaid spending increased by 4.8 percent in fiscal 2008 and is estimated to increase by 6.4 percent in fiscal 2009 with state funds decreasing by 0.5 percent and federal funds increasing by 11.1 percent. In governors' proposed budgets for fiscal 2010, Medicaid spending would increase by 3.1 percent with state funds decreasing by 1.7 percent and federal funds increasing by 5.5 percent. In both

fiscal 2009 and fiscal 2010, state funds decline in each year while federal funds increase to sustain the program due to ARRA funds (see Table 5).

Medicaid Enrollment. The economic downturn has resulted in an increase in Medicaid enrollment. Enrollment had been stable over the past several years and even decreased by 0.5 percent in fiscal 2007, according to the Kaiser Commission on Medicaid and the Uninsured. Now with unemployment rising, states are beginning to experience a significant increase in Medicaid enrollment.

Medicaid enrollment increased by 1.6 percent for fiscal 2008 and is estimated to increase by 3.7 percent in fiscal 2009. In governors' recommended budgets for fiscal 2010, Medicaid enrollment would rise by an additional 4.0 percent, as shown in Table 5-A. The downturn in the economy is expected to result in significant increases in Medicaid enrollment as it has in previous economic slowdowns. With unemployment forecasted to increase over the next year, Medicaid enrollment is anticipated to rise even further. Enrollment increased by 9.5 percent, for example, in fiscal 2002.

Medicaid Cost Containment. Even with the use of ARRA funds, governors' budgets include proposals to contain Medicaid costs as shown in Tables 6-A and 6-B. The most common strategies for fiscal 2009 include reducing provider payments, delaying expansions, limiting prescription drugs, restricting long-term care, and expanding managed care. Even a larger number of states are planning to contain Medicaid costs in proposed fiscal 2010 budgets as shown in Table 6-B. Proposals for fiscal 2010 include reducing and freezing provider rates, delaying expansions, limiting prescription drugs, and reducing benefits. Depending on the timing, not all governors' proposed budgets for fiscal 2010 included ARRA funds and therefore may have been adjusted during the legislative process to comply with maintenance of effort requirements. States that had proposed eligibility or enrollment restrictions would not be able to implement such policies and still receive ARRA funds.

Some states are also proposing to increase resources for Medicaid mostly from provider taxes or fees and some from tobacco taxes as shown in Tables 7-A and 7-B. For fiscal 2009, four states plan on raising provider taxes or fees while twelve states have plans to raise provider taxes or fees in governors' proposed budgets for fiscal 2010.

TAB	LE 5			

	tage Med	cal 2008 (Acti		Fisca	2009 (Estim	ated)	Fiscal 2	010 (Recomm	Fiscal 2010 (Recommended)			
•	State	Federal	Total	State	Federal	Total	State	Federal	Total			
Region/State	Funds	Funds	Funds	Funds	Funds	Funds	Funds	Funds	Funds			
NEW ENGLAND												
Connecticut*	10.4%	*	10.4%	11.4%	*	11.4%	7.4%	*	7.4%			
Maine	-16.7	3.9	-3.7	12.4	10.5	11.1	-10.6	10.1	3,4			
Massachusetts*	5.4	5.4	5.4	4.4	4.4	4.4	6.4	6.4	6.4			
New Hampshire	5,7	5.9	6.0	-2.8	13.2	6.8	-19.2	23.5	8.5			
Rhode Island	17.3	11.3	14.0	-11.4	12.5	1.4	-6.8	5.9 12.1	9.3			
Vermont	4.3	4.7	4.6	-13.9	28.6	11.2	3,5	12.1	9.3			
VIID-ATLANTIC Delaware	NA	NA	NA	-10.5	23.6	6.6	-2.4	7.3	3.3			
Maryland	3.9	4.2	4.1	-4.8	27.3	11.4	-3.3	10.1	4.4			
New Jersey	3.3	5.4	4.4	-16.2	17.7	1.4	-13.5	17.0	4.8			
New York	-3.3	-2.6	-2.9	2.0	-0.4	0.6	3.8	-1.5	0.7			
Pennsylvania	4.1	4.2	4.4	-4.7	17.7	7.5	-7.5	9.0	2.8			
GREAT LAKES	7.1	. 7.4		7.7								
Illinois	11.5	8.7	10.2	-9.2	20.7	4.8	-5.2	3.2	-0.6			
Indiana	10.6	2.4	5.4	5.1	16.7	12.2	2.2	9.5	6.9			
Michigan	2.5	9.1	6.3	-2.8	11.3	5.5	-5.8	14.1	13.5			
Ohio	-6.6	2.6	-1,3	-2.5	20.9	11.7	-26.6	-2.4	-10.8			
Wisconsin	1.0	3.4	2.4	3,5	7.8	6.1	-11.0	3.6	-6.5			
PLAINS												
lowa	11.7	9.2	9.9	9.7	11.9	11.1	-2.5	1.3	-0.1			
Kansas	6.4	6.9	8,4	6.7	3.1	3.1	-0.1_	0.1	1.0			
Minnesota	7.6	6.3	6.5	-3.8	26.9	11.4	2.0	21.3	12.4			
Missouri	10.0	-0.6	4.1	3.4	8.7	6.2	4.3	10.2	7.5			
Nebraska	3.1	0.0	1.2	3.8	7.9	6.3	2.5	4.6	3.8			
North Dakota	15.5	9.2	11.4	-2.5	-4.3	-3.7	24.3	23.7	23.9			
South Dakota	19.1	4.6	9.6	-11.8	24.7	11.1	-3.0	6.4	3.6			
SOUTHEAST						0.0	7.0	7.7	7.6			
Alabama	7.9	-6.7	-2.3	0.1	4.1	2.8	7.2	7.7	8.7			
Arkansas	9.6	7.8	8.2	6.6	4.8 5.0	5.2	8,7 8.2	8.8 4.9	6.4			
Florida	8.1	0.6	3.8 -1.3	11.9 -14.9	18.3	8.1 6.0	-4.2	13.7	8.4			
Georgia	-3.8	U.Z	-1.3	-14.9	10.3	0.0	-4.6	12.7				
Kentucky	19.9	14.6	15.9	15.8	7.6	9.7	-24.3	1.2	-5.4			
Louisiana	4.6	6.9	6.3	4.4	1.9	2.5	6.7	5.7	6.0			
Mississippi North Carolina	4.0	0.8	0.3	4.4	1.2	2.0	<u> </u>					
North Carolina South Carolina	22.6	-1.0	-1.4	-19.1	21.8	19.7	-0.4	-1.6	-3.5			
Tennessee	24.8	4.9	8.5	2.0	-3.5	-1.7	-26.2	20.3	3.5			
Virginia	6.8	5.3	6.0	2.4	3.2	2.8	7.8	8.2	8.0			
West Virginia	3.0	6.0	5.0	-14.0	18.0	9.0	-3.0	6.0	4.0			
SOUTHWEST												
Arizona	19.3	7.7	11.4	-16.8	27.9	12.5	6.5	17.4	14.6			
New Mexico	14.6	12.6	13.2	11.2	10.0	10.3	0.3	1.8	1.3			
Oklahoma	NA	NA	NA	NA	NA.	NA	NA	NA	NA			
Texas	9.8	6.9	8.0	6.9	2.3	4.1	2.5	0.3	1.3			
ROCKY MOUNTAIN												
Colorado	5.3	7.1	6.2	9.7	9.0	9.3	9.7	10.1	9.9			
Idaho	9.1	11.8	9.8	-13.5	18.7	9.0	-8.9	8.1	4.4			
Montana	5.1	1.5	2.6	12.7	9.7	10.6	11.7	9.2	9.8			
Utah	4.8	7.2	6.4	-11.5	7.2	0.9	-0.9	-1.4	-1.3			
Wyoming	16.6	8.0	12.1	-6.6	15.2	4.5	-10.0	-10.0	-10.0			
FAR WEST	440	0.4	4.4	24.0	40.0	20.2	46.6	6.0	2.7			
Alaska	14.0	-9.1	-1.1	21.0	19.9	20.3	-16.6	6,9				
California	11.5	4.8	7.6	-2.6	16.9	8.4	3.2	1.1	1.9			
Hawaii	5.7	2.0	3.6	-18.4	16.0	4.5	-12.2	4.6 15.4	3.7			
Nevada	4.9	-0.2	2.1	-21.1	5.8	-6.7 7.7	-12.2 -13.1	16.3	4.5 6.5			
Oregon Washington	6.8 5.7	6.6 9.8	6.7 7.8	-8.6 10.0	18.2 8.1	9.1	-13.1 5.7	9.1	7.4			

NOTES: NA indicates data not available . "See Notes to Table 5. "Average percent changes are weighted averages. SOURCE: National Association of State Budget Officers.

NOTES TO TABLE 5

Connecticut Medicaid appropriation is "gross funded" – Federal funds are deposited directly to the State Treasury.

Massachusetts In FY 2010 ANF backed out off-budget spending that was moved on budget.

Percentage Change in Medi			
	FY 2008	FY 2009	FY 2010
Region/State	Actual	Estimated	Proposed
NEW ENGLAND			4.40/
Connecticut*	5.7%	5.2%	4.4%
Maine	-1.8	1.6	5.1
Massachusetts	4.0	3.0 7.7	8.5
New Hampshire	0.5 -2.1	-2.4	1.7
Rhode Island Vermont	3.7	5,3	6.9
Vermont VID-ATLANTIC	3.1	32	
	NA .	5.6	6.0
Delaware	0.8	6.2	5.8
Maryland New Jersey	1.4	3.4	4.4
New York	-1.3	2.5	4.8
Pennsylvania	1.3	2.8	3.2
GREAT LAKES	1.9		XX
Illinois	5.8	1.4	2.7
Indiana	3.4	9.2	6.7
Michigan	1,1	1.1	8.0
Ohio	1,4	5.5	6.1
Wisconsin	4.9	8.2	3.7
PLAINS	77.9	X-2	
lowa	3.1	7.0	2.6
Kansas	2.9	3.0	3.3
Minnesota	3.3	5.8	8.8
Missouri	0.5	0.4	0.4
Nebraska	0.5	1.8	1.7
North Dakota	2.8	3.4	4.8
South Dakota	1.9	1.3	1.3
SOUTHEAST			
Alabama	-1.0	5.0	1.0
Arkansas	3.7	4.8	6.0
Florida	2.0	11.0	9.0
Georgia	-1.4	8.4	10.2
Kentucky	NA	NA NA	NA NA
Louisiana	7.4	5,3	8.6
Mississippi	3.0	5.0	10.0
North Carolina	NA NA	NA NA	NA
South Carolina	-1.4	2.0	1.0
Tennessee	0.2	0.5	3.0
Virginia	2.0	5.1	4.6
West Virginia	0.6	0.2	0.2
SOUTHWEST		40.0	12.4
Arizona	5.4	10.9	
New Mexico	5.4	8.6	1.4
Oklahoma	NA NA	NA	NA 3.8
Texas	1,7	2.2	3.8
ROCKY MOUNTAIN	0.4	10.4	8.4
Colorado*	-0.1		
Idaho	0.0	3.3	3.8
Montana	2.0	1.8	8.3 3.5
Utah		11.2 1.0	1.0
Wyoming	-1.2	1.9	1.0
FAR WEST			4.2
Alaska	-3.2	2.1	1.3
California	1.4	2.2	-1.8
Hawaii	5.0	9.0	4.0
Nevada	6.7	8.0	9.6
Oregon	NA	9.2	10.5
Washington	2.3	5.0	4.0

NOTES: NA indicates data not available. "See Note to Table 5-A. "\* Average percent changes are weighted averages. SOURCE: National Association of State Budget Officers.

NOTE TO TABLE 5-A

Colorado

"Medicaid Spending" is all Title XIX funding including the administrative costs (Executive Director's Office), Medical Services
Premiums (the actual cost of providing medical services to clients), Medicaid Mental Health services, and Medicaid services
provided by the Department of Human Services.

Region/State	Reduce Provider	Freeze Provider	Reduce	Restrict Eligibility/ Enrollment	Delay	Limit Prescription	Institute New or Higher Copayments	Expand Managed Care	Restrict Long- Term Care	Other (Please describe
NEW ENGLAND Massachusetts	Payments	Payments	Benefits	Enrollment	Expansions	Drugs	Сораутына	X	Care	
New Hampshire	х							^		
Rhode Island	X								х	
Vermont	хх			x	X				X	
MID-ATLANTIC						·			^_	
Delaware		x								
Maryland	×	×								
GREAT LAKES	^									
Illinois*	x	x						×		x
Indiana	<del></del>				X					
Michigan*	х	×	X			x		×		х
Ohio	X							***************************************		
Wisconsin					Х					
PLAINS										
lowa*	×									х
Minnesota	Х									
Missouri										
SOUTHEAST										
Alabama		X						A-,		
Arkansas*					x					Х.
Florida	x	x						x		
Georgia*		хх								<u> </u>
Kentucky										
Louisiana	X									Х
North Carolina										
Virginia	x				x					
SOUTHWEST										
Arizona	X	X					x		-	
New Mexico								x	_	
Okiahoma								~		
ROCKY MOUNTAIN Colorado					×	x				
Idaho	X		x	·		^x				
Utah	X		x			^x				
FAR WEST	<u>X</u>		^							
Alaska						x				
California	x		х х		x	x	х	×		
Nevada	x		×							
Washington	×		x		x	×				
Total	18	8	6	1	8	7	2	6	2	6
NOTES:*See Notes t SOURCE: National A		State Budg	et Officers.							
NOTES TO TABLE 6	-A									
Arkansas	Restructured	l Rehabilitati	on Service	s for Persons	s with Mental	Iliness (RSPN	fl) program			
	Utilize the p physician inj			ing and infor	mation syste	m. Fee sched	lule update fo	r durable m	edical equi	pment ar
	Across the b									
Illinois		vider payme	ents throug		omated labor	atories. Othe	r changes inc	clude ongoir	ng care m	anageme

I ABLE 6-B			
Fiscal 2010 Propo	sed Budgetary Actions	Aimed at Containing	Medicaid Costs
			1

Region/State	Reduce Provider Payments	Freeze Provider Payments	Reduce Benefits	Restrict Eligibility/ Enrollment	Delay Expansions	Limit Prescription Drugs	Institute New or Higher Copayments	Expand Managed Care	Restrict Long- Term Care	Other (Please describe
NEW ENGLAND	Payments	Payments	Benefits	Enrollment	Expansions	Drugs	Copayments	Care	Care	
Connecticut*			L.							
Maine		X	x	x	x	<u> </u>	x			
Massachusetts	x								хх	хх
	×									
New Hampshire	x	x								
Rhode Island	х			x				x	х	
Vermont	, X	хх	x		×	×			х	
MID-ATLANTIC										
Delaware		X								
Maryland		×		*************	x	X			~~~~	- Particular
New Jersey	x					x	x			
New York*	×					x				×
Pennsylvania		×								
GREAT LAKES										
Illinois*		x								x
Indiana*					x					×
Michigan*	X	X				×				X
Ohio*										X
Wisconsin*		х			x			×		×
PLAINS										
lowa*										×
Kansas						×			*************	
Minnesota	x	x	×	×	X				x	
Missouri*	×	хх			x				<u>x</u>	
SOUTHEAST										X
Alabama										
**************************************		X	······			X				
Arkansas										
Florida	X									
Georgia*		X								хх
Kentucky				~						
Louisiana	x					x				х
North Carolina										
Tennessee*	×				x		х			x
Virginia	x			х	X					
SOUTHWEST										
Arizona*										
Oklahoma										
ROCKY MOUNTAIN										
Colorado	x	×			x	×		x		
Idaho	x	X	x			×	x			
Utah	X		×			×		×		
Wyoming	X	х								
FAR WEST				******						
Alaska						×				
California	×		×		x	x	X	×		
Nevada	^		^	***************************************						
Washington	^x		^x		X	X	····			
Total	20	15	8	4	11	15	5	5	4	12

## THE FISCAL SURVEY OF STATES: JUNE 2009 14

NOTES TO TAE	NOTES TO TABLE 6-B							
Arizona	FY 2010 Governor's budget not yet released							
Connecticut	Restricted eligibility/enrollment applies to certain state-funded populations only							
Georgia	Utilize the public assistance reporting and information system. Fee schedule update for durable medical equipment and physician injectable drugs.							
Illinois	Other changes include ongoing care management initiatives & preferred drug list initiative							
Indiana	Pharmacy Carve-Out							
lowa	Across the board reductions							
Michigan	Administrative savings, fund shifts, and lapses							
Missouri	Pharmacy consolidation to increase the state's ability to earn rebates							
New York	Establishment of 0.7 percent provider assessment, reduction of administrative and marketing costs, cost rebasing, and maximization of federal participation							
Ohio	Governor's Budget includes several cost-containment initiatives, including carve-out of the pharmacy benefit from Managed Care Plans (MCPs), moving to a retrospective payment system for MCPs, shifting to non-GRF funds through increased assessments, and moving nursing facilities to a pricing model instead of cost based.							
Tennessee	Other administrative reductions							
Wisconsin	The Department of Health Services will need to realize reductions in GPR through administratively implemented savings and efficiency measures. These measures are currently being formulated.							

# TABLE 7-A Changes During Fiscal 2009 to Generate Additional Resources for Medicaid

Region/St	ate Tobacco	Tax Provider Tax	Fee Other
NEW ENGLAND			
Massachusetts	x		
Rhode Island*			
Vermont*	×		
MID-ATLANTIC			
Maryland		x	
GREAT LAKES			
Illinois		×	
Ohio			
Michigan		X	
Wisconsin		×	
SOUTHEAST			
Arkansas			x
Kentucky			***************************************
North Carolina			- William Control
SOUTHWEST			
Oklahoma			
Total	2	4	1
NOTES: *See Notes SOURCE: National	to Table 7-A. Association of State Budget Officers	š.	
NOTES TO TABLE	7-A		
Rhode Island	Under the Global Medicaid Wain Matchable (CNOM) programs \$8.5		financial participation for Costs Not Otherwise
Vermont	Per Act 191 of 2006, tobacco tax v	vas already scheduled to increase in FY	2009

Proposed C	hanges for Fiscal	2010 to Generate Additi	ional Resources for Medicaid			
Regio	n/State	Tobacco Tax	Provider Tax/Fee	Other		
NEW ENGLAND	)					
Massachusett	S		x			
Rhode Island*						
MID-ATLANTIC						
New York*		X		X		
Pennsylvania			×			
GREAT LAKES						
Illinois			X			
Ohio*				X		
Wisconsin			X			
PLAINS						
Missouri*		.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	X			
SOUTHEAST Arkansas*						
Florida		X	x			
Kentucky			X			
Mississippi*		X	X			
North Carolina			X	X		
Tennessee			X	······································		
Virginia		X	x			
SOUTHWEST		X	^			
Arizona*						
Oklahoma						
ROCKY MOUNT	AIN		7.3111111111111111111111111111111111111			
Colorado			x			
Idaho		· · · · · · · · · · · · · · · · · · ·	X			
Montana*				X		
Total		4	12	4		
	otes to Table 7-B. nal Association of State	Budget Officers.		44.		
NOTES TO TAB	LE 7-B					
Arizona	FY 2010 Governor's budget not yet released					
Arkansas	Added third party lia	ability staff; RFP for Health Insu	rance Premium Program			
Mississippi	Hospital Assessme	nt				
viissouri	Sunset extension of current provider taxes.					
Montana	Insurance premium	taxes				
New York	Additional income fi	rom audit recoveries				
Ohio	Increased assessm	ents for ICF/MRs, nursing facili	ties, and hospitals.			
Rhode Island	Increased assessments for ICFMRs, nursing facilities, and hospitals.  Under the Global Medicald Waiver, Rhode Island will receive federal financial participation for Costs Not Otherwis Matchable (CNOM) programs \$15.8 million in FY 2016.					

# Governors' Proposals for Health Care Expansion

The deterioration of economic conditions has affected states' ability to move ahead with plans to increase coverage to the uninsured. About one-fifth of the states propose to expand coverage to the uninsured focusing mostly on children. Medicaid and CHIP funding are the most common sources of funds for these expansions.

Not surprisingly, the weakening fiscal conditions have led to declines in states with proposals to expand coverage relative to the past two years. Two years ago, more than two-thirds of governors' budgets had some proposal to expand health care coverage. By last year, about one-half of the states had proposals to cover the uninsured in governors' proposed budgets for fiscal 2009. In eighteen states, proposals to cover the uninsured were enacted, partially enacted, or partially implemented through administrative order in fiscal 2008.

The approximate number of additional people that would be covered under governors' proposals varies significantly across states and is highly dependent on the scope of the proposal, the population of the state, and the percentage of the state's population that is uninsured.

Total funding for the health care expansion proposals in governors' proposed fiscal 2010 budgets is shown in Table 9-B. The majority of states are assuming that Medicaid and CHIP would provide funding for expansions. Other funding sources assumed for health care expansions are provider taxes or fees, tobacco taxes, state general funds, and contributions from participants and employers.

About one-fifth of the states have plans to conduct outreach and streamline eligibility in Medicaid and CHIP in order to attain greater participation in these programs. This is to address concerns about those currently eligible but who have not enrolled in Medicaid and CHIP programs.

Not surprisingly, health care reform efforts at the national level will likely impact health care proposals and actions at the state level.

Children's Health Insurance Program Reauthorization Act (CHIPRA). The expansion and reauthorization of the Children's Health Insurance Program Reauthorization Act (CHIPRA) in 2009 allows additional resources for states to cover uninsured children. In governors' proposals for fiscal 2010 over half of the states proposed no changes in the program while nine states proposed expansions and nine states proposed restrictions as shown on Table 8-A. A few states are proposing to restrict CHIP in governors' proposed budgets for fiscal 2010, mostly from enrollment caps, as shown in Table 8-B.

According to recent estimates by CMS's Office of the Actuary, projections over the next ten years for national health expenditures are at an average annual rate of about 6.2 percent from fiscal 2008 through fiscal 2018. Medicaid is expected to increase above the rate of growth for overall national health expenditures due to increased numbers of aged and disabled individuals, who are relatively more costly to serve, comprising a greater share of program participants. With Medicaid comprising 21 percent of state budgets, these long-term growth rates will continue to strain state budgets even after economic conditions improve over the next several years.

Proposed Changes for Chil			
Region/State	Expansion	No Change	Restriction
NEW ENGLAND			
Connecticut			x
Maine		X	
Massachusetts New Hampshire		X	х
Rhode Island	x		х
Vermont	X	X	
MID-ATLANTIC		^	
Delaware		x	
Maryland		X	
New Jersey		X	
New York			X
Pennsylvania			x
GREAT LAKES			
Illinois		x	
Indiana*		x	
Michigan		×	Walter State of the State of th
Ohio	x		
Wisconsin		×	
PLAINS			
lowa		x	
Kansas		x	
Minnesota		x	
Missouri*	×		
Nebraska		X	
North Dakota	X		
South Dakota		×	
SOUTHEAST			
Alabama		<u>x</u>	
Arkansas	X		
Florida		X	
Georgia		X	
Kentucky	×		
Louisiana		x	
North Carolina			
South Carolina			<u> </u>
Tennessee Virginia			x
West Virginia*		x	
SOUTHWEST			
Arizona*			
New Mexico	×		
Oklahoma			
Texas		×	
ROCKY MOUNTAIN			
Colorado		×	
ldaho*	***************************************	x	
Montana	X		
Utah		X	
Wyoming			×
AR WEST			
Alaska		x	
California		×	
Hawaii		X	
Nevada			X
Oregon*	×		
Washington			×
otal	9	27	9

TABLE 8-B			
Proposed Eligibility Rest	rictions for Children's Hea	Ith Insurance Program for Fis	scal 2010
Region and State	Eligibility Restrictions	Enrollment Cap	Premium Increase
NEW ENGLAND			
Connecticut			x
New Hampshire			×
MID-ATLANTIC			***************************************
New York*			x
Pennsylvania	x		
SOUTHEAST			
Kentucky			
North Carolina	_		
South Carolina		×	
Tennessee		x	
SOUTHWEST			
Arizona*			
Oklahoma			
ROCKY MOUNTAIN			
Wyoming		x	
FAR WEST			
Nevada*		x	
Oregon*			
Washington	×		
Total	2	4	3
NOTES TO 8-A Arizona		FY 2010 Governor's budget not ye	t clooned
Alizona		P1 2010 Governor's budget not ye	et released
Idaho			HIPRA to improve its efforts to reach at are estimated to be about 25,000
Indiana		Budget does not yet incorporate fe	ederally legislated changes
Missouri		incomes below 22 percent F implements a standard premium o	removes premiums for families with ederal Poverty Limit (FPL) and f \$50 per month for families between
Oregon		225 percent to 300 percent FPL.	
-		Healthy Kids Program	
West Virginia		the state program is reviewing or	of the CHIP Act at the federal level ptions now available under the new proposed changes with the board in
NOTES TO TABLE 8-B			
Arizona		FY 2010 Governor's budget not ye	t released
Nevada		Cap at 25,000	
New York		Other measures including family of	contributions to CHIP are modified to line with those of other states. In has been placed on CHIP.
Oregon		Changes include reductions allow enforceable, adding MH Drugs to Rate to Managed Care (MC) by 3	of for the Plan Drug List (PDL) to be the enforceable PDL, reducing Cap percent, delay Fee for Service (FFS) ercent to 72 percent, and eliminate

Recommende	d Fiscal 2 Total Number to be	2010 Budg		sals to l	Young	Childless	Aged or	Low- Wage	Small Business		
Region/State	Covered	Residents	Children	Parents	Adults	Adults	Disabled	Workers	Employees	Immigrants	Other
NEW ENGLAND											
Massachusetts	1% - 2%	х									
MID-ATLANTIC											
New Jersey*	32,730	100000	x								
Pennsylvania	90,000			x	x	x		x	Х		
GREAT LAKES											
Illinois*	Not Yet Known										×
Michigan*											
Wisconsin	33,200					х					
PLAINS											
Missouri*	62,409		x	x							
SOUTHEAST											
Arkansas	19,600		x	х							
Kentucky											
Louisiana	16,953		х								
North Carolina											
SOUTHWEST	***************************************										
Arizona*											
Oklahoma											
ROCKY MTN.											
Montana	29,000		×								
FAR WEST											
California*											
Oregon*	16,217		x								

NOTES TO TABLE 9-A						
Arizona	FY 2010 Governor's budget not yet released					
California	The Governor and Legislature are working on proposals to reduce the number of uninsured; however, these proposals are not contained in the 2009-10 state budget.					
Illinois	Expansion of Veterans Care					
Michigan	Under the Governor's proposal, 500 uninsured and 1,500 underinsured individuals would be covered.					
Missouri	27,609 children and 34,800 parents would be covered under the Governor's proposal. The Governor and Legislature are working on a plan to utilize hospital provider taxes and disproportionate share payments in lieu of the state's genera revenue fund to provide coverage to parents. The General Assembly did not approve the Governor's proposed coverage expansion to the children's program.					
New Jersey	The proposal eliminates premiums for low-income children who are at 151 percent to 200 percent of the federal poverty level.					
Oregon	Monthly average for 2010					

TABLE 9-B

Recommended Fiscal 2010 Revenue Sources to Fund the Proposal to Reduce the Number of Uninsured State Residents
Revenue Sources for Proposal (in millions)

	General Fund:		Fec	Federal Funds:			Other Sources:					
Region/State	Medicaid	CHIP	Other	Medicəld	CHIP	Other	Tobacco Tax	Provider Tax	Contribution from Participants	Contribution from Employers	Olher	Total
NEW ENGLAND				T								
Massachusetts*	\$3,904.0	\$315.4	\$491.8	\$3,904.0	\$169.8	\$357.6	\$0.1	\$0.8	\$0.1	\$0.0	\$0.0	\$9,439.0
MID-ATLANTIC									***************************************			
New Jersey		1.2			2.2							3.4
Pennsylvania				132.9					5.7		113.2	251.8
GREAT LAKES												
Illinois			Not yet known			Not yet known						Not yet known
Michigan*			6.6	11.4								18.0
Wisconsin				51.1				27.3				78.4
PLAINS				1								
Missouri	25.6	13.6		112.3	42.0			37.1			0.5	231.1
SOUTHEAST												
Arkansas	1.9	2.3		4.7	9.1	3.8	1.0					22.8
Kentucky				1		***************************************				***************************************		
Louisiana	3,5	1.8	0.1	7.9	6.5		1					19.8
North Carolina			~~~~				1					
SOUTHWEST												
Oklahoma												
ROCKY MTN.				1								
Montana				15.0	18.0						15	48.0
FAR WEST							1		***************************************	*****************		
Oregon		12.7		1	21.7							34.4

### NOTES TO TABLE 9-B

Other Federal funds includes administrative revenue and contributions from participants includes premiums for Commonwealth Care and CommonHealth at MassHealth. Total spending reflects total funds included in the Governor's FY 2010 proposal filed on January 28, 2009. Total spending does not reflect incremental costs above the previous year. Massachusetts

Under the Governor's proposal, target population includes disabled children meeting SSI eligibility criteria between 200 percent and 300 percent of federal poverty level. Michigan

Inclusion of Out Eligible but not	reach and Eligibility Process C Enrolled	changes to Reduce Those				
Region/State	Yes	No				
NEW ENGLAND						
Massachusetts		x				
MID-ATLANTIC						
New Jersey		x				
Pennsylvania	X					
GREAT LAKES						
Illinois*						
Michigan	X					
Wisconsin		×				
PLAINS						
Missouri	x					
SOUTHEAST						
Arkansas	x					
Kentucky						
Louisiana	X					
North Carolina						
SOUTHWEST						
Oklahoma						
ROCKY MOUNTAIN						
Montana	x					
FAR WEST						
Oregon*	x					
NOTES: *See Notes SOURCE: National A	to Table 9-C. Association of State Budget Officers.					
NOTES TO TABLE S	3-C					
Illinois	Not yet known					
Oregon	Health Kids Program					

THE FISCAL SURVEY OF STATES: JUNE 2009 22

### **State Revenue Developments**

CHAPTER TWO

#### Overview

State revenue growth in fiscal 2009 continued the decline that began in fiscal 2008. Although corporate income taxes were the only major source to show an actual decline in fiscal 2008, sales and personal income tax collections showed a slower rate of growth. In fiscal 2009, both sales and personal income tax collections, along with corporate income tax collections, showed negative growth. Total revenue collections shrank for many states during fiscal 2009. Current estimates for fiscal 2009 show that revenue collections exceed projections in two states and are on target in 10 states, while collections are below expectations in 38 states (see Table A-6). In comparison to fiscal 2008, revenue forecasts exceeded expectations in 25 states, were on target in 5 states and below expectations in 20 states.

Recommended net tax and fee changes would result in \$23.9 billion in additional revenue based on governors' recommended budgets. For fiscal 2010, twenty-nine states recommend net increases while five states recommend net decreases. Of this total, \$11.3 billion reflects tax and fee changes that were proposed by California.

States also recommended \$3.4 billion of other revenue measures for fiscal 2010 that enhance general fund revenue but that do not affect taxpayer liability. These measures may rely on enforcement of existing laws, additional audits and compliance efforts, and increasing fines for late filings.

TABLE 10

Enacted State Revenue Changes, Fiscal 1979 to Fiscal 2009; and Proposed State Revenue Actions, Fiscal 2010

Fiscal Year	Revenue Change (Billions)
2010	\$23.9
2009	1.5
2008	4.5
2007	-2.1
2006	2.4
2005	3.5
2004	9.6
2003	8.3
2002	0.3
2001	-5.8
2000	-5.2
1999	-7.0
1998	-4.6
1997	-4.1
1996	-3.8
1995	-2.6
1994	3.0
1993	3.0
1992	15.0
1991	10.3
1990	4.9
1989	0.8
1988	6.0
1987	0.6
1986	-1.1
1985	0.9
1984	10.1
1983	3.5
1982	3.8
1981	0.4
1980	-2.0
1979	-2.3

SOURCES: Advisory Commission on Intergovernmental Relations, Significant Features of Fiscal Federalism, 1985-86 edition, page 77, based on data from the Tax Foundation and the National Conference of State Legislatures. Fiscal 1988–2010 data provided by the National Association of State Budget Officers.

Proposed Fis	cai 20 IU IN	venue Acu	nie na i abi	e oi Kevenu	e and net	morease c	, 200,000	(isinisono)	'
04-4-	0-1	Personal	Corporate	Cigarettes/	Motor Fuels	Aloohol	Other	Fees	Total
State	Sales	Income	Income	Tobacco	rueis	Alcohol	Taxes	rees	
Alabama									
Naska					-8.0			-3.2	-11.2
Arizona									0.0
Arkansas	-44.3			86.2					41.9
California	4,776.0	4,744.0	4.0			38.0		1,692.0	11,254.0
Colorado							-2.9	200.0	197.1
Connecticut				******				137.2	137.2
Delaware		30.0		16.0		3.5	111.4	3.5	164.4
Florida								151.3	151.3
Georgia								23.0	23.0
Hawaii									0.0
Idaho					17.6		6.0	16.0	39.6
Illinois	94.0	2,920.0	470.0	365.0			593.0		4,442.0
Indiana									0.0
lowa	***************************************		28.0						28.0
Kansas		4.4					19.0		23.4
Kentucky	52.0			107.0					159.0
Louisiana							-8.0		-8.0
Maine		10.0	2.6	1.5			3.8	1.6	19.5
Maryland							4.5		4.5
Massachusetts	149.2								149.2
Michigan	50.6	61.1		48.2		24.1	10.0		194.0
Minnesota	-33.6	-39.9	-82.1	40.2		2-7.1	-5.8	14.6	-146.8
Mississippi	-55.0	-30,0	-02.1	79.8					79.8
Missouri				73.0					0.0
Montana*				·····					0.0
									0.0
Nebraska		***************************************							0.0
Nevada				25.0			28.1		63.1
New		700.0		35.0	00.0	22.0	4.0		940.0
New Jersey		788.0	80.0	26.0	20.0	22.0	4.0		
New Mexico									0.0
New York	1,463.4	250.0		26.7		78.0		2,192.7	4,010.8
North Carolina		-10.4	-12.0	342.9		157.5		27.4	505.4
North Dakota		-50.0							-50.0
Ohio									0.0
Oklahoma								29.7	0.0
Oregon			28.0	37.0	58.0		232.0	442.0	797.0
Pennsylvania				60.8			-77.8		-17.0
Rhode Island	2.7	-5.0	-14.5	27.5			-0.6	7.6	17,
South Carolina		-102.0		102.0			1.0	4.6	5.6
South Dakota									0.0
Tennessee			25.0				139.3		164.3
Texas									0.0
Utah								73.8	73.
Vermont								8.9	8.
Virginia	2.0	58.5	10.0				0.3		70.8
Washington									0.0
West Virginia									0.0
Wisconsin		175.6		127.4			15,2		318.
Wyoming									0.0
Total	\$6,512.0	\$8,834.3	\$539.0	\$1,489.0	\$87.6	\$323.1	\$1,072.5	\$5,022.7	\$23,850.5

#### Collections in Fiscal 2009

Collections of sales, personal income, and corporate income taxes during fiscal 2009 are currently estimated to be 6.1 percent lower than actual fiscal 2008 collections. Specifically, sales tax collections are 3.2 percent lower and personal income tax collections are 6.6 percent lower than collections in fiscal 2008. Corporate income tax collections are estimated to be 15.2 percent lower relative to actual fiscal 2008 collections. (See Table A-7b).

#### Projected Collections in Fiscal 2010

Based on governors' recommended budgets, states are projecting a 1.7 percent growth in tax collections for fiscal 2010 relative to fiscal 2009 current year estimates. Compared to fiscal 2009 collections, recommended fiscal 2010 budgets reflect a 3.0 percent increase in sales tax revenue, 1.3 percent increase in personal income tax revenue, and a 1.7 percent decline in corporate income tax revenue. (See Table A-7b). However, many states have since reported that April tax collections were well below expectations.

# Recommended Fiscal 2010 Revenue Changes

In thirty-four states, governors are recommending net tax and fee changes of \$23.9 billion. Twenty-nine states recommend net tax and fee increases while five states recommend net tax and fee decreases. The largest change would occur in personal income taxes (\$8.8 billion). Of this \$8.8 billion, \$4.7 billion and \$2.9 billion are accounted for in changes recommended in California and Illinois, respectively. Other tax and fee increases proposed include increases of \$6.5 billion in sales taxes, \$5.0 billion in fees, \$1.5 billion in cigarette and tobacco taxes, \$1.1 billion

in other taxes, \$539 million in corporate income taxes, \$323 million in alcohol taxes, and \$87.6 million in motor fuels.

The Fiscal Survey of States distinguishes between tax and fee changes (detailed in Table 11 and Table A-8) and revenue measures (detailed in Table A-9). Tax and fee changes are revisions in current law that affect taxpayer liability and that in some instances reflect one-time actions such as sales tax holidays. Revenue measures refer to actions that do not affect taxpayer liability, such as the deferral of a tax increase or decrease or the extension of a tax credit that occurs each year. Also included in this category is greater enforcement of existing laws.

Sales Taxes. Eight states recommended sales tax increases while two recommended decreases in their fiscal 2010 governors recommended budgets. The result is a net revenue increase of \$6.5 billion. Much of this change is due to a proposed rate increase in California that would give the state \$4.8 billion.

Personal Income Taxes. Ten states recommended personal income tax increases while five recommend decreases for a net change of \$8.8 billion. More than half of this change is accounted for in rate increases and credit reduction proposals from California and Illinois that would increase collections by \$4.7 and \$2.9 billion, respectively.

Corporate Income Taxes. Eight states recommended corporate income tax increases while three recommended decreases in their fiscal 2010 governors' recommended budgets for a net change of \$539 million. A rate increase proposed in Illinois accounts for \$470 million of this change.

Cigarette and Tobacco Taxes. Sixteen states recommended cigarette income tax increases for a net change of \$1.5 billion. An increase in the tax rate of \$1 per pack in Illinois proposes to raise \$365 million, while a rate increase in North Carolina proposes to raise over \$340 million.

Motor Fuel Taxes. Three states recommended motor fuel tax increases while one state proposed a decrease for a net change of \$87.6 million. A rate increase in Oregon proposed to raise \$58 million.

Alcohol Taxes. Six states recommended alcohol tax increases in their fiscal 2010 governors' recommended budgets for a net change of

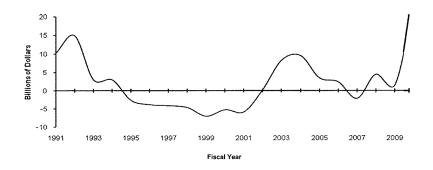
323.1 million. Increased tax rates are proposed to raise 158 million in North Carolina.

Other Taxes. Fourteen states recommended other tax increases while five states proposed decreases in their fiscal 2010 governors' recommended budgets for a net change of \$1.1 billion. Various measures in Illinois are proposed to raise \$593 million.

Fees. Seventeen states recommend fee increases while one state proposed a decrease in their fiscal 2010 governors' recommended budgets for a net change of \$5.0 billion. Over 40 proposed fee changes in New York are expected to raise nearly \$2.2 billion.

FIGURE 2

Enacted State Revenue Changes, Fiscal 1991 to Fiscal 2009, and Proposed State Revenue Change, Fiscal 2010



#### **Total Balances**

#### CHAPTER THREE

Following declines in revenue collections during previous economic downturns, states began to set aside additional funds in "rainy day" accounts to help stabilize budgets from any decline in tax collections. The effort to maintain adequate balances helps mitigate the disruption to state services during an economic downturn. Even while maintaining adequate balances, states have been forced to cut midyear budgets during both of the last two economic downturns.

Though budget experts' views vary, the informal rule-of-thumb has previously been to build-up budget reserve balances to a level that equals at least five percent of total expenditures to provide a relatively adequate fiscal cushion. Due to strong revenue growth experienced by nearly all states during the middle part of the decade, most states were able to meet or exceed a balance level of five percent. Total balances include both ending balances and the amounts in states' budget stabilization funds; they reflect the funds that states may use to respond to unforeseen circumstances after budget obligations have been met. State officials often try and avoid drawing down balance levels at the beginning of a downturn.

Prior to the start of both this most recent recession and the recession in the early part of this decade, states had built up fairly significant balance levels. In fiscal 2000, balances reached 10.4 percent of expenditures while balance levels reached 11.5 percent of expenditures in fiscal 2006. However, by 2003 balance levels had fallen to 3.2 percent of expenditures. Similarly the reduction in state balance levels began in fiscal 2008, when balance levels fell to 9.1 percent of expenditures, while fiscal 2009 balance levels are estimated to

have declined further to 5.5 percent of expenditures. (See Table 12 and Tables A-1, A-2, A-3, and A-10.)

While total state balance levels are declining, they remain nearly equivalent to the historical average of 5.8 percent of expenditures. States are often hesitant to make substantial draw downs from their rainy day funds early in the downturn. Even though the national recession is currently forecast to end during the second half of 2009, state fiscal conditions often do not recover until well after the national economy has begun expanding.

Although total balance levels representing 5.5 percent of general fund expenditures may seem like a significant cushion, when examining balance levels for fiscal 2009 a bit further, a starker picture emerges. For fiscal 2009, total balance levels were \$36.7 billion. However, balance levels for Texas and Alaska, at \$8.7 billion and \$5.4 billion respectively combine to represent 38 percent of total funds. If you remove these two states from total balance levels, then fiscal 2009 balance levels represent only 3.6 percent of expenditures, nearly equal to the low seen in the previous downturn, which occurred two years following the end of the previous recession.

Additionally, the view of falling balance levels is reinforced by Table 13 which shows that in fiscal 2008, 20 states had balance levels above 10 percent, 16 states had balance levels above five percent but below 10 percent, 12 states had balance levels below five percent but above one percent, while two states had balance levels below one percent. In fiscal 2009, these totals are estimated to have declined to 11 states having balance levels above 10 percent, 15 states having balance levels above five percent but below 10 percent, 16 states having balance levels above on percent, but below five percent, and eight states with balance levels below one percent, and eight states with balance levels below one percent.

According to governor's recommended budgets for fiscal 2010, these totals will decline further with 11 states recommending balance levels above 10 percent, 12 states recommending balance levels above five percent but below 10 percent, 19 states recommending balance levels above one percent but below five percent, and eight states recommending balance levels below one percent.

TABLE 12

Total Year-End Balances, Fiscal 1979 to Fiscal 2010

Fiscal 2010		
Fiscal Year	Total Balance (Billions)	Total Balance (Percentage of Expenditures)
2010*	\$ 34.7	5.3%
2009*	36.7	5.5
2008	62.3	9.1
2007	65.9	10.1
2006	69.0	11.5
2005	48.0	8.7
2004	26.7	5.1
2003	16.4	3.2
2002	18.3	3.7
2001	44.1	9.1
2000	48.8	10.4
1999	39.3	8.4
1998	35.4	9.2
1997	30.7	7.9
1996	25.1	6.8
1995	20.6	5.8
1994	16.9	5.1
1993	13.0	4.2
1992	5.3	1.8
1991	3.1	1.1
1990	9.4	3.4
1989	12.5	4.8
1988	9.8	4.2
1987	6.7	3.1
1986	7.2	3.5
1985	9.7	5.2
1984	6.4	3.8
1983	2.3	1.5
1982	4.5	2.9
1981	6.5	4.4
1980	11.8	9.0
1979	11.2	8.7
Average		5.8%

Forty-eight states have budget stabilization funds, which may be budget reserve funds, revenue-shortfall accounts, or cash-flow accounts. About three-fifths of the states have limits on the size of their budget reserve funds, ranging from 3 percent to 10 percent of appropriations. Ordinarily, funds above those limits remain in a state's ending balances.

TABLE 13

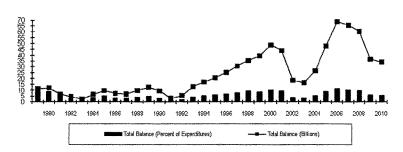
Total Year-End Balances as a Percentage of Expenditures, Fiscal 2008 to Fiscal 2010

	Number of States						
Percentage	Fiscal 2008 (Actual)	Fiscal 2009 (Estimated)	Fiscal 2010 (Recommended)				
Less than 1.0%	2	8	8				
1.0% to 4.9%	12	16	19				
5.0% to 9.9%	16	15	12				
10% or more	20	11	11				

NOTE: The average for fiscal 2008 (actual) was 9.1 percent; the average for fiscal 2009 (estimated) is 5.5 percent; and the average for fiscal 2010 (recommended) is 5.3 percent.

FIGURE 3

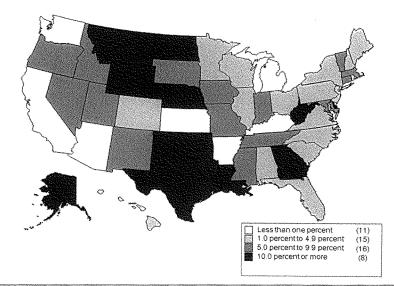
Total Year-End Balances and Total Year-End Balances as a Percentage of Expenditures, Fiscal 1979 to Fiscal 2010



SOURCE: National Association of State Budget Officers.

# FIGURE 4

Total Year-End Balances as a Percentage of Expenditures, Fiscal 2009



# Appendix

TABLE A-1

			d (Millions)					
Region/State	Beginning Balance	Revenues	Adjustments	Total Resources	Expenditures	Adjustments	Ending Balance	Budget Stabilization Fund
NEW ENGLAND								
Connecticut	\$0	\$16,419	\$0	\$16,419	\$16,319	\$0	\$99	\$1,382
Maine*	36	3,041	54	3,131	3,129	0	1	116
Massachusetts* **	2,901	26,732	0	29,633	27,227	0	2,406	2,119
New Hampshire	62	1,484	0	1,546	1,528	00	17	89
Rhode Island*	4	3,429	-26	3,407	3,405	0	2	59
Vermont*	0	1,200	31	1,230	1,200	30	0	58
MID-ATLANTIC								
Delaware**	591	3,357	0	3,948	3,422	0	526	183
Maryland*	285	13,546	1,096	14,926	14,439	0	487	685
New Jersey* **	2,586	32,738	0	35,324	33,112	908	1,304	735
New York* **	3,045	53,096	0	56,141	53,387	0	2,754	1,206
Pennsylvania*	531	26,878	142	27,551	26,968	0	583	742
GREAT LAKES		nn =4-						
Illinois*	642	27,759	1,900	30,301	27,153	3,007	141	276
Indiana*	941	13,051	152	14,144	12,730	364	1,050	363
Michigan*	259	8,168	1,916	10,343	9,885	0	458	2
Ohio	1,433	26,659	0	28,092	26,410	0	1,682	1,012
Wisconsin*	66	13,043	568	13,678	13,526	21	131	0
PLAINS		0.00	_					
lowa*	0	6,084	0	6,084	5,888	148	48	592
Kansas*	935	5,693	0	6,628	6,102	0	527	0
Minnesota* **	2,245	16,680	0	18,925	17,005	0	1,920	1,222
Missouri*	753	8,004	153	8,910	8,074	0	836	279
Nebraska*	591	3,501	-260	3,832	3,248	0	584	546
North Dakota	296	1,361	0	1,657	1,204	0	453	200
South Dakota*	0	1,144	32	1,177	1,176	0	0	107
SOUTHEAST	545	7 750	470	0.710	0.040			
Alabama*	515	7,758	476	8,748	8,612	-83	219	248
Arkansas Florida	0 3,434	4,353	0	4,353	4,353	0	0	0
	2,786	24,595	0	28,028	27,708	0	321	1,345
Georgia* **		18,728	141	21,655	19,438	0	2,217	1,025
Kentucky* Louisiana*	579 1,015	8,779 10,181	457	9,815	9,450	280	85	215
	1,015		130	11,327	9,633	828	866	776
Mississippi*	1,221	4,933 19,824		5,159	5,083	0	76	364
North Carolina*			145	21,190	20,521	70	599	787
South Carolina* ** Tennessee*	1,081 1,006	6,392 10,756	0 210	7,473	7,149	0	324	95
	326		210	11,972	10,973	652	348	750
Virginia		17,250		17,576	17,263	0	313	1,015
West Virginia*	432	3,928	0	4,361	3,757	53	550	581
Arizona	200	0.740	950	40.022	40.027			,
New Mexico* **	390 651	8,740 6,114	859	10,038	10,037	445	1 705	150
Oklahoma	196	6,114	93 -35	6,858	6,008	115	735	735
Texas*	8,791	39,079	2,591	6,737 50,460	6,447	1,060	290	597
ROCKY MOUNTAIN	0'121	39,079	2,391	50,460	42,585	1,000	6,815	4,355
Colorado* **	267	7,743	-243	7,767	7.440	0	327	20.4
Idaho*	255	2,910	-243 -131	3,033	2,794	0	240	284 141
Montana	549	1,954	-131	2,503	2,794	-2	436	
Utah*	242	5,213	489	5,943	5,943	-2	436	0 414
Wyoming	5	1,818	409	1,823	1,813	0	10	296
FAR WEST		1,010		1,023	1,0,3			290
Alaska*	0	6,605	3,119	9,723	5,463	3,578	683	8,063
California**	2,787	102,574	3,119	105,361	102,986	0,076	2,376	0,003
Hawaii	493	5.245	0	5,738	5,407	0	331	74
Nevada	138	3,614	0	3,752	3,436	0	316	73
Oregon*	1,437	5,866	-319	6,984	7,223	0	-239	330
Washington*	781	14,614	-319	15,405	14,616	0	-239 789	
								303
Total	\$47,803	\$669,255	-	\$730,808	\$684,742	-	\$35,036	\$34,985

NOTES: NA indicates data are not available. \*See Notes to Table A-1. \*\*In these states, the ending balance includes the balance in the budget stabilization fund.

#### NOTES TO TABLE A-1

Idaho

Kansas

For all states, unless otherwise noted, transfers into budget stabilization funds are counted as expenditures, and transfers from budget stabilization funds are counted as revenues.

Revenue adjustments include release of prior year Debt Service Reserve, Public School and College Authority repayment for Enterprise School, and ETF Fund Receipts. Expenditure adjustments are reversions. Alabama

Revenue Adjustments include: \$2,849.0 million in forecast adjustments, \$250.0 million in Oil and Gas Tax Credits and \$19.9 million in re-appropriations and carry forward. Expenditure adjustments include fund increases/decreases and additional savings/investments: \$4,000.0 million in additional Budget Reserve Savings Deposit, \$611.8 million in Public Education Fund, \$10.0 million in the Alaska Marine Highway Stabilization Fund and \$180.0 million in the Community Revenue Sharing Fund.

Revenue adjustments include general fund (GF) diversion (which are not counted as expenditures) to fund the Colorado

Revenue adjustments include general talls (of) released (wind as not contact as observables). States transportation needs, as well as transfers to the State Veterans Trust Fund and the Older Coloradans Cash Fund. The difference between the rainy day fund balance and the ending GF balance is allocated to capital construction and transportation purposes in the following fiscal year.

Adjustment for FY 2007 is agency surplus returned to Treasury as reported by State Accounting Office. Georgia

Revenue adjustments include the following transfers: \$21.8 million for deficiency warrants; \$5.3 million to the Disaster Emergency Fund; \$19 million to the Budget Stabilization Fund; \$351,500 to the Public School Permanent Endowment Fund; \$1.5 million to the Dept. of Environmental Cuality; \$1.3 million to Dept. of Water Resources; \$60 million to the Economic Recovery Reserve Fund; \$10 million to the Opportunity Scholarship

Fund: and \$34,500 in miscellaneous adjustments.

Illinois

Revenue adjustments include \$1,900 million in transfers to General Funds. Expenditure adjustments include \$2,735.0 million in transfers out, \$467.0 million for Pension Obligation Bond Debt Service, \$3 million in interest payments on general obligation bond short-term borrowing and a \$198 million increase in the end of year

Revenue Adjustments: Property Tax Reform (HEA 1001-2008) Revenues Expenditure Adjustments: Local Option Income Tax Distributions, Reversal of Payment Delays, PTRF Adjust for Abstracts, Property Tax Reform (HEA 1001-2008) Appropriations

Expenditure Adjustments include \$99.8 million appropriated from the ending balance of the general fund to the Property Tax Credit fund to pay for property tax credits in FY08. \$48.3 million of the ending balance was credited to the Senior Living Trust Fund.

Kansas does not have a "Rainy Day" fund. However, the balanced budget provision of the constitution requires revenues to finance the approved budget. Kentucky

Revenue: includes \$115 million in Tobacco Settlement funds. Adjustments (Revenue): includes fund transfers (\$168 million), and Reserve for Continuing Appropriations (\$289 million). Adjustments (Expenditures): includes funds reserved for Continued Appropriations.

Louisiana

Revenues-Act 208 of 2007 transfers \$3 million from Incentive Fund and \$9.9 million from Higher Education Initiatives Fund; FY 2006-2007 carry-forward of mid-year budget adjustments into FY 2007-2008 of \$114.7 million; Carry-forward of Interim Emergency Board (IEB) prior years appropriations \$1.5 million; "Re-Appropriation" of capital outlay per Act 28 of 2007 from various prior years \$1.2 million. Expenses-FY 2007-2008 IEB carry-forward balances \$3.3 million, FY 2007-2008 carry-forward of mid-year budget adjustments \$91.2 million; Capital Outlay carry-forward \$733.7 million.

Revenue & Expenditure adjustments reflect Legislatively authorized transfers. Maine

Revenue adjustments reflect a \$14.0 million reimbursement from the reserve for Heritage Tax Credits, \$6 million reimbursement from the reserve for Biotechnology Tax Credits, and transfers of \$1,078 million from the Maryland

Includes balances in all budgeted funds included in the state's definition of fiscal balance. Massachusetts

FY 2008 revenue adjustments include the impact of federal and state law changes (\$1,192.1 million); revenue sharing law changes (\$589.3 million); sale of properties (\$23.0 million); and other revenue adjustments (\$111.6 million) Michigan

Ending balance includes budget reserve of \$654.9 million, cash flow account of \$350 million and appropriations Minnesota

carried forward of \$217.2 million.

\$35.8 million of the Ending Balance is transferred to the Rainy Day Fund, \$750,000 provides aid to municipalities, and the remainder becomes the FY 2009 Beginning Balance. Mississippi

Missouri Revenue adjustments include transfers from other funds into the general revenue fund.

Nebraska

Revenue adjustments are transfers between the General Fund and other funds. Per Nebraska law, includes a transfer of \$191.4 million to the Cash Reserve Fund (Rainy Day Fund) of the amount the prior year's net General Fund receipts exceeded the official forecast. The Revenue adjustment also includes a \$105 million transfer from the General Fund to the Property Tax Credit Cash Fund.

New Jersey	BLE A-1 (continued)  Expenditure adjustments consist of Budget vs. GAAP adjustments and transfers to other funds.
New Mexico	All adjustments are transfers between reserve accounts, except for \$22.4 million transferred out from Tobacco Settlement
	Permanent Fund, a reserve account to the Tobacco Settlement Program Fund, a non-reserve account.
New York	The ending balance includes \$1.2 billion in rainy day reserve funds, \$1.1 billion reserved for labor settlements and other risks, \$340 million in a community projects fund, \$122 million reserved for debt reduction and \$21 million in a reserve for litigation risks.
North Carolina	Repair and Renovation accounts for both revenue and expenditure adjustments.
Oregon	Oregon budgets on a biennial basis. The constitution requires the state to be balanced at the end of each biennium. Revenues are after \$1.1 billion "kicker" refunds were returned to taxpayers. Revenue adjustment is the transfer of revenues to the new Rainy Day Fund.
Pennsylvania	Revenue adjustments include \$142.1 million in prior year lapses.
Rhode Island	Opening balance includes a free surplus of \$0 and re-appropriations of \$3.6 million from the prior year. Adjustments to revenues represent (net) transfers to the Budget Stabilization (Rainy Day) Fund, including a transfer-in of \$66.6 million and a requested, but not yet approved, appropriation of \$43.0 million out of the fund to accommodate the FY 2008 closing shortfall.
South Carolina	Spending data reflects figures from the Governor's Recommended Budget.
South Dakota	Adjustments in Revenues: \$6.5 million is from one-time receipts, \$25.7 million was transferred from the Property Tax Reduction fund to cover the budget shortfall and \$0.2 million is obligated cash carried forward from FY 2007. Adjustments in Expenditures: \$0.2 million was transferred to the Budget Reserve Fund from the prior year's obligated cash and \$0.2 was obligated cash to the budget reserve fund.
Tennessee	\$106.0 million transfer from debt service fund unexpended appropriations. \$284.2 million transfer from statutory and other reserves. \$207.1 million transfer to Rainy Day Fund. 26.5 million transfer from other dedicated revenue reserves. \$293.0 million transfer to capital outlay projects fund. \$15.1 million transfer to Highway Fund. \$343.9 million transfer to reserves for dedicated revenue appropriations.
Texas	The information is from Comptroller's 2008-09 Certification Revenue Estimate, adjusted for calculations based on updated information from the 2010-11 Biennial Revenue Estimate. The revenue adjustment is a transfer to the Rainy Day Fund.
Utah	-\$4,400 transfer to Economic Incentive Fund. \$1,727 in lapsing balances\$332 other. \$100,468 transfer to rainy day fund. \$1,513 IAF Reserve from prior fiscal year. \$787,257 reserve from prior fiscal year\$196,815 reserve for following fiscal year.
Vermont	Revenue adjustments include \$16.6 million in direct applications and transfers, \$3.2 million from an increase in property transfer tax revenue estimate, and \$10.9 million from the General Fund Surplus Reserve. Expenditure Adjustments include - \$4.7 million from the Education Fund, \$3.5 million to the Catamount Fund, \$8.0 to miscellaneous other funds, \$2.6 million to the Budget Stabilization Reserve, and \$19.9 million to the General Fund Surplus Reserve.
Washington	\$11 million in adjustments is the net of transfers into the General Fund, transfers out to the Budget Stabilization Account, and other small adjustments.
West Virginia	Fiscal Year 2008 beginning balance includes \$287.1 million in re-appropriations, un-appropriated surplus balance of \$106.8 million, and FY 2007 13th month expenditures of \$38.2 million. Expenditures include regular, surplus and re-appropriated and \$38.2 million of 31 day prior year expenditures. Revenue adjustment are from prior year redeposit. Expenditure adjustment represents the amount transferred to the Rainy Day Fund.
Wisconsin	Revenue adjustments include Transfers In General Fund, \$242.9 million, Other Revenue, \$307.5 million, Tribal Gaming, \$18 million. Expenditure Adjustments Include Designation for Continuing Balances, \$27.4 million and Unreserved Designated Balance, \$5.8 million.

TABLE A-2

			•	-				Budget
Region/State	Beginning Balance	Revenues	Adjustments	Resources	Expenditures	Adjustments	Ending Balance	Stabilization Fund
NEW ENGLAND								
Connecticut	\$0	\$15,833	\$0	\$16,230	\$16,889	\$0	-\$667	\$1,100
Maine*	1	2,962	127	3,090	3,062	28	0	75
Massachusetts* **	2,406	26,823	0	29,229	27,763	0	1,466	1,341
New Hampshire*	17	1,497	0	1,514	1,552	-38	0	51
Rhode Island*	2	3,141	-69	3,074	3,064	0	10	107
Vermont*	0	1,104	58	1,162	1,146	16	0	60
MID-ATLANTIC								
Delaware**	526	3,163	0	3,689	3,310	0	378	186
Maryland*	487	13,248	1,021	14,756	14,315	0	441	692
New Jersey* **	1,304	29,538	373	31,215	30,515	0	699	C
New York* **	2,754	54,136	0	56,890	55,376	0	1,514	1,206
Pennsylvania*	583	25,533	519	26,635	26,627	0	8	507
GREAT LAKES				20,000	20,021			
Illinois*	141	27.654	1,870	29,665	29.203	321	141	276
Indiana*	1,050	13,624	0	14,674	13,769	0	905	370
Michigan*	458	7,224	1,042	8,724	8,724	0	0	2
Ohio**	1.682	26,956	1,042	28,638	28,251	0	387	949
Wisconsin*	131	12,526	713	13,370	14,034	-881	216	948
PLAINS	131	12,526	713	13,370	14,034	-001	210	
lowa*	0	5.970	18	5,988	6.037	-79	30	564
Kansas*	527	5,880		6,407	6,349	-/9	58	504
Minnesota* **			0	17,472		0		350
	1,920	15,552			16,904		569	
Missouri*	836	7,687	154	8,677	8,476	0	201	281
Nebraska*	584	3,546	-182	3,948	3,416	243	289	564
North Dakota*	453	1,321	0	1,774	1,271	111	392	311
South Dakota*	0	1,141	13	1,154	1,154	0	0	107
SOUTHEAST								
Alabama*	219	7,059	557	7,834	7,887	-101	49	188
Arkansas	0	4,411	0	4,411	4,411	0	0	0
Florida*	321	24,198	1,223	25,742	24,898	0	844	281
Georgia* **	2,217	17,455	387	20,059	17,842	Ç	2,217	825
Kentucky*	86	8,600	641	9,327	9,215	72	40	7
Louisiana*	866	9,362	113	10,341	9,386	89	866	776
Mississippi*	33	4,809	-96	4,745	5,150	-404	0	375
North Carolina*	599	18,628	1,000	20,227	20,227	0	0	537
South Carolina**	324	5,783	0	6.107	5,960	0	147	108
Tennessee*	348	10,114	526	10,988	10,897	90	0	685
Virginia	313	16,162	Ö	16,475	16,292	0	183	572
West Virginia*	550	3,903	0	4,453	4,414	18	22	435
SOUTHWEST		0,000		-1,	7,717			
Arizona	1	7,392	1,273	7,166	9,606	0	-441	2
New Mexico* **	735	5,866	108	6,709	5,988	153	568	568
Oklahoma*	290	6,563	56	6,909	6,556	0	353	597
Texas*	6,815	38,817	-28	45,604	42,411	1,235	1,959	6,739
ROCKY MOUNTAIN	0,015	30,017	-20	40,004	42,411	1,235	1,908	0,738
Colorado* **	284	7,329	19	7,631	7,339	0	148	291
Idaho*	240	2,560	19	2,801	2,743	- 0	58	141
Montana*	436	1.840			1,935	0	341	141
Wontana* Utah* **	436	4,700	514	2,276 5,214	1,935 5,214	0	341	395
						0		
Wyoming FAR WEST	10	1,825	0	1,835	1,830		5	279
	_	7.500	4.007	£ 500	4.077	4.000	4.000	0.750
Alaska*	0	7,523	-1,987	5,536	4,977	1,922	-1,363	6,759
California**	2,376	89,373	0	91,748	94,089	0	-2,341	
Hawaii	331	5,018	0	5,349	5,218	0	131	6
Nevada	316	3,538	0	3,854	3,667	0	187	1
Oregon	-239	6,199	0	5,960	5,959	0	1	340
Washington*	789	13,277	96	14,163	14,642	0	-480	431
Total	\$34,120	\$638,364		\$683,438	\$669,960	_	\$10,532	\$30,437

NOTES: NA indicates data are not available. "See Notes to Table A-2. "In these states, the ending balance includes the balance in the budget stabilization fund.

MOTES	TΛ	TARI	E 4.	7

Illinois

Indiana

Kentucky

For all states, unless otherwise noted, transfers into budget stabilization funds are counted as expenditures, and transfers from budget stabilization funds are counted as revenues.

Revenue adjustments include one-time revenue, tobacco funds transfer, transfer from the ETF Proration Prevention Account and the ETF Rainy Day Account. Adjustments of expenditure is anticipated reduction from proration. Alabama

Revenue adjustments include: -\$2001.1 million Forecast adjustments and \$14.0 million re-appropriations and carry forward. Expenditures include: \$200.0 million for Oil and Gas Tax Credits and -\$18.6 million proposed supplemental reductions. Expenditure adjustments include: \$746.4 million Resource Rebate, \$1,000.0 million additional Budget Reserve Savings Deposit and \$175.3 million Public Education Fund. Alaska

Revenue adjustments include anticipated transfers into the GF (one time) from excess fund balance in the capital

Colorado construction fund, based on recent de-appropriation of many capital construction projects. Existing GF transfers to the State Veterans Trust Fund and Older Coloradans Cash Fund remain.

Receipt of federal funds provided by American Recovery and Reinvestment Act of 2009 Florida

Appropriation from the Mid-Year Adjustment Reserve of \$187.3 million and \$200 million from Revenue Shortfall Reserve. Georgia

Revenue adjustments include the following transfers: \$569,800 for deficiency warrants; \$20 million to the Water Resources Aquifer Study; \$1 million to the Health and Welfare Community Health Center Grant; \$10 million to Opportunity Scholarship Fund; \$1.8 million to the Dept. of Water Resources Board Revolving Development Fund; \$12 million transfer in from the Water Resources Aquifer Study; and \$5 million transfer in from Capitol Commission. Idaho

Revenue adjustments include \$1,870 million in transfers to General Funds. Expenditure adjustments include \$2,744.0 million in transfers out and \$298.0 million for Pension Obligation Bond Debt Service; net "failure of revenue" borrowing proceeds of \$2,223 and a \$498 million increase in accounts payable.

The full impact of Property Tax Reform (HEA 1001-2008) revenues and expenditures have been incorporated into the FY 2009 and FY 2010 figures, as the State of Indiana recently assumed more than \$1 billion of expenses from the local level.

FY 2009 Estimate is based upon Governor Culver's revised budget issued April 3, 2009. Revenues are based upon the Revenue Estimating Conference revised estimates as of March 20, 2009. Revenue Adjustments include transfers from other funds to the General Fund. Expenditure Adjustments include additional recommended de-appropriations in Education and Human Services areas that will be replaced with ARRA funding. \$30.0 million of the ending batic is credited to the Senior Living Trust Fund. Governor Culver recommended and the Legislature passed \$56 million from the Reserves be used for disaster recovery from the 2008 floods.

Kansas does not have a "Rainy Day" fund. However, the balanced budget provision of the constitution requires revenues to Kansas finance the approved budget

Revenue: includes \$118 million in Tobacco Settlement funds. Adjustments (Revenue): includes Fund transfers (\$361 million), and Reserve for Continuing Appropriations (\$280 million). Adjustments (Expenditures): includes funds reserved for Continued Appropriations.

Revenues: FY 2007-2008 carry-forward of mid-year budget adjustments into FY 2008-2009 of \$88.9 million; Fiscal Year 2008-2009 Transfers Statutory Dedications to the State General Fund as part of the Deficit Reduction Plan approved by the Joint Legislative Committee on the Budget on January 9, 2009 for \$24.4 million. Expenses: FY 2007-2008 carry-forward of mid-year budget adjustments into FY 2008-2009 of \$88.9 million.

Maine Revenue and expenditure adjustments reflect legislatively authorized transfers. Maryland

Revenue adjustments reflect a \$21.2 million reimbursement from the reserve for Heritage Tax Credits, \$6 million reimbursement from the reserve for Biotechnology Tax Credits, transfer of \$170 million from the State Reserve Fund, transfer of \$380.2 million from Accounting Reserves, and transfers of \$264.4 million from other special funds.

Includes balances in all budgeted funds included in the state's definition of fiscal balance. Massachusetts Michigan

FY 2009 revenue adjustments include the impact of federal and state law changes (\$210.9 million); revenue sharing law changes (\$538.3 million); deposits from state restricted revenues (\$51.3 million); and pending revenue options (\$241.1

million). Ending balance includes cash flow account of \$350 million.

Adjustments columns represent budget cuts and adjustments to appropriations. Mississippi

Revenue adjustments include transfers from other funds into the general revenue fund. Missouri

Estimate status of spending as of 3/26/2009 - not final expenditure esting Montana

Revenue adjustments are transfers between the General Fund and other funds. Per Nebraska law, includes a transfer of \$117 million to the Cash Reserve Fund (Rainy Day Fund) of the amount the prior year's net General Fund receipts exceeded the official forecast. The Revenue adjustment also includes a \$115 million transfer from the General Fund to the Property Tax Credit Cash Fund. Expenditure adjustments are re-appropriations (\$243.2 million) of the unexpended balance of appropriations from the first fiscal year of the blennium. The revenue forecasts for FY 2009 and FY 2010 have been revised since the amounts shown were included in the Governor's budget recommendations. Official revenue estimates have decreased by \$152 million for FY 2009 and by \$202 million for FY 2010. Included in these estimates are projections that the federal American Recovery and Reinvestment Act of 2009 will reduce state General Fund tax receipts by \$3.3 million for FY 2009 and by \$44.1 million for FY 2010. Nebraska

NOTES TO TAI	BLE A-2 (continued)
New Hampshire	\$37.8 million transfer from the rainy day fund
New Jersey	Revenue adjustments consist of transfers from other funds.
New Mexico	All adjustments are transfers between reserve accounts, except for \$44.9 million transferred out from Tobacco Settlemer Permanent Fund, a reserve account to the Tobacco Settlement Program Fund, a non-reserve account.
New York	The ending balance includes \$1.2 billion in rainy day reserve funds, \$145 million reserved for labor settlements and other risks, \$142 million in a community projects fund, and \$21 million in a reserve for litigation risks.
North Carolina	Revenue adjustment includes \$751.1 million of Federal Recovery Funds and \$249.1 million of transfers of cash balances of Special Revenue, Trust, Internal Service, and Enterprise Funds.
North Dakota	Adjustments to expenditures include a \$111 million transfer from the general fund to the budget stabilization fund.
Oklahoma	Only includes money that was appropriated in FY 2009. Since cash appropriations and supplementals have not been mad as of 4/17/09 they are not included. No Rainy Day Fund deposit is expected; the balance remains the same from FY-2008.
Pennsylvania	Revenue adjustments include a \$2.5 million adjustment to beginning balance, \$266.0 million in estimated prior year lapse and a proposed transfer of \$250.0 million from the Rainy Day Fund.
Rhode Island	Opening balance includes a free surplus of \$0 and re-appropriations of \$1.7 million from the prior year. Adjustments t revenues reflect transfers to the Budget Stabilization Fund.
South Dakota	Adjustments in revenues: \$12.8 million is from one-time receipts and \$0.2 million is obligated cash carried forward from F' 2008. Adjustments in expenditures: \$0.2 million was transferred to the budget reserve fund from the prior year unobligated cash.
Tennessee	\$97.0 million transfer from debt service fund unexpended appropriations. \$126.5 million transfer from TennCare reserve \$196.2 million transfer from capital outlay projects fund. \$41.2 million transfer from other agency reserves. \$64.6 million transfer from Rainy Day Fund. \$70.4 million transfer to capital outlay projects fund. \$19.8 million for dedicated revenu appropriations.
Texas	The information is from the FY 2010-2011 Biennial Revenue Estimate, Tables A-1, A-3, and A-8. The expenditur adjustment is the net amount from a transfer to the Rainy Day Fund and the proposed FY 2009 supplemental appropriation bill.
Utah	\$38,000 transfer for mineral leases. \$9,000 tourism marketing performance. \$15,480 transfer to Economic incentive Func \$15,041 transfer of interest from rainy day fund, \$82,822 transfer non-lapsing balances, \$6,359 other. \$5,000 Housing Ta Credit. \$95,753 reduced earmark for critical highway needs. \$41,947 reduced earmark for Centennial Highway. \$17,47 transfer from rainy day fund. \$196,815 reserve from prior fiscal year.
Vermont	Revenue Adjustment includes \$35.3 million in direct applications and transfers, \$1.6 million in other bills revenue, \$2. million from an increase in property transfer tax estimate, and \$19.1 million from the General Fund Surplus Reserved Expenditure adjustments include \$3.6 million from thosacco Settlement Fund, \$7.3 million to the State Generation Fund, \$1.0 million from the Human Services Caseload Reserve, \$2.7 million to Internal Service Funds, \$3.9 million from miscellaneous other funds, \$2.2 million to the Budget Stabilization Reserve, and \$11.7 to the General Fund Surplus Reserve.
Washington	\$96 million in adjustments is the net of transfers into the General Fund, transfers out to the Budget Stabilization Account and other small adjustments.
West Virginia	Fiscal Year 2009 beginning balance includes \$409.6 million in re-appropriations, un-appropriated surplus balance of \$35. million, and FY 2008 13th month expenditures of \$105.5 million. Expenditures include regular, surplus and re-appropriated and \$105.5 million of 31 day prior year expenditures. Total expenditures for fiscal year 2009 assures all appropriations be expended (no re-appropriations to carry forward). However, historically amounts will remain and be re-appropriated to the next fiscal year. Ending Balance is the amount that is available for appropriation (From FY 2009 revenue estimate an from surplus (previous year) general revenue).
Wisconsin	Revenue adjustments include Tribal Garning, \$93.9 million, and Other Revenue, \$570.4 million, as well as \$49 million in other revenue included in AB 75, the Executive Budget Bill currently in session. Expenditure adjustments include Compensation Reserves, \$132.6 million, Biennial Appropriation Adjustments, \$34.6 million, Estimated Lapses, \$416. million, Sum Sufficient Re-estimates, \$18.4 million, as well as .\$543.9 million in additional lapses included in AB 75.

AB	LE A-	3	

	Daniel and							Budget
Region/State	Beginning Balance	Revenues	Adjustments	Resources	Expenditures	Adjustments	Ending Balance	Stabilizatio Fund
NEW ENGLAND Connecticut	\$0	\$17,509		047.000	017.500			
Maine*	0	3,009	\$0 3	\$17,509	\$17,509	\$0	\$0	\$58
Massachusetts* **	1,466	27,521		3,011 28,987	2,996	1 0	15	7.
New Hampshire	1,400	1,541	0	1,541	27,973	0	1,014	88
Rhode Island*	10	3,147	-76	3,081	1,541 3,079	0	<u>0</u>	5 12
Vermont*	0	1,072	33	1,105	1,120	-14	0	5
MID-ATLANTIC		1,072		1,100	1,120	-14		3
Delaware**	378	3,176	0	3,554	3,161	0	393	18
Maryland*	441	13,001	451	13,894	13,797	0	96	64
New Jersey* **	699	29,219	0	29,918	29,411	<del>7</del>	500	04
New York* **	1,514	55,083	0	56,597	55,355	Ó	1,242	1,20
Pennsylvania*	8	26,184	375	26,567	26,563	0	4	13
GREAT LAKES					20,000		<u>_</u>	
Illinois*	141	31,099	1.977	33,217	27,891	5,185	141	27
Indiana*	905	13,913	0	14,818	14,155	0,100	664	37
Michigan*	Ö	6,895	1,670	7,965	8,097	0	-132	
Ohio**	387	26,828	0	27,215	26,922	0	293	94
Wisconsin*	216	12,845	588	13,650	13,702	-289	237	34
PLAINS							201	
lowa*	0	5,756	230	5,986	5,914	36	36	41:
Kansas*	58	6,096	0	6,154	6,154	0	1	
Minnesota* **	569	15,380	0	15,949	15,045	0	903	60
Missouri*	201	7,764	985	8,950	8,950	ő	0	27
Nebraska*	289	3,546	-73	3,762	3,529	5	228	33
North Dakota	392	1,364	0	1,756	1,524	0	232	31
South Dakota*	0	1,130	4	1,134	1,134	0	0	10
SOUTHEAST								
Alabama*	49	7,198	2	7,249	7,249	0	0	216
Arkansas	0	4,500	0	4,500	4,500	0	0	
Florida*	844	21,840	2,239	24,922	24,815	0	108	28
Georgia* **	2,217	16,994	259	19,470	17,253	0	2,217	566
Kentucky*	40	9,259	354	9,653	9,619	34	0	24
Louisiana*	0	8,090	-5	8,085	8,085	0	0	854
Mississippi*	0	5,149	-155	4,994	4,980	0	15	289
North Carolina* **	0	19,442	1,714	21,156	20,981	175	0	53
South Carolina**	147	5,856	0	6,003	5.792	0	211	172
Tennessee*	0	10,556	-65	10,492	10,447	45	0	750
Virginia	183	16,051	0	16,234	16,223	0	11	591
West Virginia*	22	3,788	0	3,810	3,788	0	22	543
SOUTHWEST								
Arizona	1	7,375	2,370	9,745	9,733	0	13	:
New Mexico* **	568	5,534	166	6,268	5,507	246	515	515
Oklahoma*	354	5,719	0	6,072	5,719	0	354	N/A
Texas*	1,959	37,532	0	39,490	36,836	1,060	1,595	8,539
ROCKY MOUNTAIN								
Colorado* **	291	7,520	-8	7,803	7,501	0	161	302
Idaho*	58	2,550	-52	2,556	2,507	0	49	103
Montana*	341	1,754	0	2,095	1,821	0	274	(
Utah* **	0	4,600	451	5,050	5,050	0	0	270
Wyoming	5	1,825	0	1,830	1,830	0	0	279
FAR WEST								
Alaska*	0	5,275	-2,090	3,186	4,432	10	-1,255	5,898
California**	-2,341	97,729	0	95,388	92,206	0	3,182	(
Hawaii	131	5,101	0	5,232	5,122	0	110	
Nevada	187	3,193	0	3,379	3,073	0	306	
Oregon*	0	6,200	0	6,200	6,790	0	-590	353
Washington*	-480	13,524	1,229	14,273	15,557	0	-1,284	145
Total	\$12,251	\$647,231		\$671,407	\$652,934		\$11,882	\$28,819

NOTES: NA indicates data are not available. \*See Notes to Table A-3. \*\*In these states, the ending balance includes the balance in the budget stabilization fund.

#### NOTES TO TABLE A-3

lowa

For all states, unless otherwise noted, transfers into budget stabilization funds are counted as expenditures, and transfers from budget stabilization funds are counted as revenues.

Alahama Revenue adjustments include one-time revenue and a transfer of Tobacco funds

Revenue adjustments include: \$2,089.5 million in forecast adjustments. Expenditures include: \$200.0 million for Oil and Gas Tax Credits. Expenditure adjustments include: \$9.6 million additional savings to the Public Education Fund. Ataska

Colorado Revenue adjustments include transfers from the GF to the State Veterans Trust Fund and Older Coloradans Cash Fund

Receipt of Federal Funds provided by American Recovery and Reinvestment Act of 2009 Florida

Georgia Appropriation from Revenue Shortfall Reserve of \$258.6 million.

Idaho Revenue adjustments include the following transfers: \$25.3 transfer in from the Budget Stabilization Fund; \$25.3 transfer in from the Economic Recovery Reserve Fund, \$25.1 million transfer in from the Millennium Fund, \$1,680,000 transfer in from Div. of Human Resources cash on hand; \$1 million from the Department of Agriculture; \$446,900 from Dept. of Labor; and

\$429,200 from dedicated agencies for Attorney General.

Revenue adjustments include \$1,977 million in transfers to General Funds. Expenditure adjustments include \$2,306 million in transfers out and \$465 million for Pension Obligation Bond Debt Service; the "failure of revenue" borrowing repayment of \$2,318 and a \$96 million decrease in accounts payable. Illinois

Indiana The full impact of Property Tax Reform (HEA 1001-2008) revenues and expenditures have been incorporated into the FY 2009 and FY 2010 figures, as the State of Indiana recently assumed more than \$1 billion of expenses from the local level

> FY 2010 Recommendations are based on Governor Culver's revised budget recommendations issued April 3, 2009. Revenue Adjustments include transfers from other funds along with capping selected tax credits at \$200 million and an elimination of doubling of research and activities tax credit. Also included is a recommended \$182.2 million transfer from the Reserve Funds to the General Fund. Expenditure Adjustments include \$36.2 million of the ending balance is credited to the

Kansas does not have a "Rainy Day" fund. However, the balanced budget provision of the constitution requires revenues to Kansas

finance the approved budget,

The FY 2010 figures represent the budget enacted by the 2008 Kentucky General Assembly. These figures have not yet been officially revised. The revenue estimates will be significantly decreased at the end of May and subsequently other actions will take place that are necessary to balance the budget. Revenue: includes \$122 million in Tobacco Settlement funds. Adjustments (Revenue): includes Fund transfers (\$129 million), and Reserve for Continuing Appropriations (\$225 million). Adjustments (Expenditures): includes funds reserved for Continued Appropriations. Kentucky

Louisiana Revenues-Act 208 of 2007 Transfers \$3 million from Incentive Fund; Reserved \$8.0 million for proposed tax credits

Revenue & Expenditure adjustments reflect legislatively authorized transfers Maine

Massachusetts Includes balances in all budgeted funds included in the state's definition of fiscal balance

Revenue adjustments reflect a \$18.5 million reimbursement from the reserve for Heritage Tax Credits, \$6 million reimbursement from the reserve for Biotechnology Tax Credits, transfer of \$210 million from the State Reserve Fund, and Maryland

transfers of \$15.6 million from other special funds.

FY 2010 revenue adjustments include the impact of federal and state law changes (\$55.1 million); revenue sharing law changes (\$429.9 million); deposits from state restricted revenues (\$45.5 million); and pending revenue options (\$539.8 million). An estimate budget gap of \$132 million for fiscal 2010 is due to declining consensus revenue estimate released in May 2009. Annualized savings from two executive orders implemented in fiscal 2009, additional reune enhancements and reductions included in the governor's budget recommendation, and use of available federal ARRA FMAP increases do not sufficiently offset the revenue decline. The governor will work with the legislature to devise strategies to address the budget gap and enact a balanced budget for the fiscal year beginning on October 1, 2009. Michigan

Minnesota Ending balance includes budget reserve of \$250 million and cash flow account of \$350 million.

Adjustments (Revenues) is comprised of delaying a \$38 million repayment to the Health Care Trust Fund, \$14.8 million delay of accelerated tax change, and \$96.2 million statutory 2-percent holdback of revenues. Mississippi

Missouri Revenue adjustments include transfers from other funds into the general revenue fund and \$809.2 million from the federal

Montana Estimate status of spending as of 3/26/2009 - not final expenditure estimate

Nebraska

Revenue adjustments are transfers between the General Fund and other funds. Per Nebraska law, includes a transfer of \$14.3 million to the Cash Reserve Fund (Rainy Day Fund) of the amount the prior year's net General Fund receipts were estimated to exceed the official forecast. Expenditure adjustments include a small amount (\$5 million) reserved for supplemental/deficit appropriations. Due to a declining economic environment, the Governor's recommendations included a lower General Fund revenue estimate than the official Nebraska Economic Forecasting Advisory Board forecast that was available at the time the recommendations were presented to the Legislature in January. For 2010, the revenue estimate used in the Governor's recommendations is \$49 million less than the official forecast of \$3.595 billion. The Rainy Day Fund Balance shown includes an assumption that \$300 million in contingent budget liabilities would be committed during the 2009-2011 biennium, including obligations for teacher, law enforcement, and judges defined benefit retirement plans.

NOTES TO TA	BLE A-3 (continued)
New Jersey	Expenditure adjustments consist of transfers to other funds.
New Mexico	All adjustments are transfers between reserve accounts, except for (1) \$44.9 million transferred out from Tobacco Settlement Permanent Fund, a reserve account to the Tobacco Settlement Program Fund, a non-reserve account; (2) \$15 million transferred from the appropriation account to the College Affordability Fund; and (3) \$20 million transferred from the appropriation account to the public school capital outlay fund.
New York	The ending balance includes \$1.2 billion in rainy day reserve funds, \$15 million in a community projects fund, and \$21 million in a reserve for litigation risks.
North Carolina	Revenue adjustment includes \$1,713.9 for Federal Recovery Funds. Expenditure adjustment of \$174.7 includes a transfer to the newly created "Fiscal Responsibility Reserve.
Oklahoma	The legislature has not appropriated General Revenue Fund money as of 4/17/09. This report assumes that they will spend everything available.
Oregon	Oregon budgets on a biennial basis. The constitution requires the state to be balanced at the end of each biennium. Because revenue has fallen so much since the Governor's Recommended Budget was released, that budget is no longer feasible and so is not reported here. Instead a budget level that can be supported under the current revenue picture is estimated.
Pennsylvania	Revenue adjustments reflect a proposed transfer of \$375.0 million from the Rainy Day Fund.
Rhode Island	Opening balance includes a free surplus of \$9.7 million. Adjustments to revenues reflect transfers to the Budget Stabilization Fund.
South Dakota	Adjustments in revenues: \$3.9 million is from one-time receipts.
Tennessee	-\$64.6 million transfer to Rainy Day Fund. \$26.3 million transfer to capital outlay projects fund. \$18.3 million transfer to dedicated revenue appropriations.
Texas	The information is from the 2010-11 Biennial Revenue Estimate, Tables A-1, A-3, and A-8. The beginning balance is the estimate from the FY 2010-2011 Biennial Revenue Estimate, so does not match the calculated ending balance of FY 2009 because of pending budget adjustments. The Taxas Legislature is currently considering the FY 2010-2011 biennial budget so no final expenditures (appropriations) are available and the Rainy Day Fund balance is tentative pending final legislative funding decisions.
Utah	\$12.000 tourism marketing performance. \$14.400 transfer to Economic Incentive Fund. \$100,000 transfer from Enrollment Growth Fund. \$101,137 reduced earmark for critical highway needs. \$96,563 reduced earmark for Centennial Highway. \$125,545 transfer from early day fund.
Vermont	Revenue adjustments include \$11.5 million for direct applications and transfers in, \$10 million due to an increase in property transfer tax revenue estimate, and \$11.7 million from the General Fund Surplus Reserve. Expenditure adjustments include \$7.3 million to the Next Generation Fund, \$16.3 from the Human Services Caseload Reserve, -\$3.3 from miscellaneous other funds, and -\$2.7 from the Budget Stabilization Reserve.
Washington	\$1.229 billion in adjustments is the net of transfers into the General Fund, transfers out to the Budget Stabilization Account, and other small adjustments.
West Virginia	Fiscal Year 2010 Beginning balance assumes that all funds appropriated in FY 2009 are expended in that fiscal year, however, historically amounts will remain and be re-appropriated to the next fiscal year.
Wisconsin	The recommended revenue and appropriation figures are presented as part of AB 75, the Executive Budget Bill currently in session. Revenue adjustments include Tribal Gaming, \$256 million and other revenues, \$551.6 million. Expenditure adjustments include estimated lapses, \$356 million, and compensation reserve, \$47.3 million.

TABLE A-4

# General Fund Nominal Percentage Expenditure Change, Fiscal 2009 and Fiscal 2010\*\*

onunge, i local zooo and i	Fiscal	Fiscal
Region/State	2009	2010
NEW ENGLAND		
Connecticut	3.5%	3.7%
	-2.2	-2.2
Massachusetts	2.0	0.8
New Hampshire	1.5 -10.0	-0.7 0.5
Rhode Island Vermont	-10.0 -4.5	-2.3
MID-ATLANTIC	-7.0	2.0
Delaware	-3.2	-4.5
Maryland	-0.9	-3.6
New Jersey	-7.8	-3.6
New York	3.7	0.0
Pennsylvania	-1.3	-0.2
GREAT LAKES	7 E	-4.5
Illinois Indiana	7.5 8.2	2.8
Michigan*	-11.7	-72
Ohio	7.0	-7.2 -4.7
Wisconsin	3.8	-2.4
PLAINS		
lowa	2.5	-2.0
Kansas	4.0	-3.1
Minnesota	-0,6	-11.0
Missouri	5.0 5.2	5.6 3.3
Nebraska North Dakota	5.6	19.9
South Dakota	-1.9	-1.7
SOUTHEAST		
Alabama	-8.4	-8.1
Arkansas	1.3	2.0
Florida	-10.1	-0.3
Georgia	-8.2	-3.3
Kentucky	-2.5	4.4 -13.9
Louisiana Mississippi	-2.6 1.3	-13.9
North Carolina	-1.4	3.7
South Carolina	-16.6	3.7 -2.8
Tennessee	-0.7	-4.1
Virginia	-5.6	-0.4
West Virginia	17.5	-14.2
SOUTHWEST	4.0	
Arizona	-4.3	1.3
New Mexico Oklahoma	-0.3 1.7	-8.0 -12.8
Texas	-0.4	-13.1
ROCKY MOUNTAIN		-10.1
Colorado	-1.4	2.2
Idaho	-1.8	-8.6
Montana	-6.5	-5.9
Utah	-12.3	-3.1
Wyoming	0.9	0.0
FAR WEST	-8.9	-11.0
Alaska California	-6.9 -8.6	-11.0
Hawaii		-1.8
Nevada	-3,5 6.7	-16.2
Oregon	-17.5	13.9
Washington	0.2	6.2
Average	-2.2%	-2.5%
*See Note to Table A-4. **Fiscal	2009 reflects cha	nges from fiscal

\*See Note to Table A-4. "Fiscal 2009 reflects changes from fiscal 2008 expenditures (actual) to fiscal 2009 expenditures (estimated), Fiscal 2010 reflects changes from fiscal 2009 expenditures (estimated) to fiscal 2010 expenditures (recommended. NA indicates data not available.

SOURCE: National Association of State Budget Officers.

# NOTE TO TABLE A-4

NOTE TO TABLE A-4

Michigan Fiscal 2008 expenditures are artificially high and Fiscal 2010 estimated spending is artificially low, distorting the year-to-year comparisons. Partial fiscal 2007 payments to higher education institutions were deferred to fiscal 2008 and fiscal 2010 use of federal American Recovery and Reinvestment Act revenue is replaced with General Fund in 2011. Adjusting for these one-time actions results in nominal percentage expenditure changes of -10.2 percent and -7.2 percent for fiscal 2009 and fiscal 2010, respectively.

THE FISCAL SURVEY OF STATES: JUNE 2009 43

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## NOTES TO TABLE A-5a

Alaska	Hiring freeze, operational savings, other operational and capital reductions.
Colorado	The Governor's budget plan was not based on a percentage applied; instead all cuts were evaluated and targeted based on the circumstance. Other includes: \$121.2 million in CF transfers to the GF, \$10.7 million in other CF revenue changes \$47.2 million in higher education reserve transfer to GF, \$12.8 million in reduction to vendor fee payment and \$11.9 millior from garning diversion. Also includes FMAP benefit of \$198.4 million.
Connecticut	Payroll savings currently under discussion
Delaware	Hiring freeze, purchase order review, reprogram surplus funds, deauthorization of capital projects, maximizing federa funds
Hawaii	Carry-over balance from prior year, conversion of capital improvement project funding from general fund to general obligation bond funds; federal stimulus.
lowa	Across the board reductions
Kansas	Restructure debt
Maryland	Fund swaps with federal and special funds
Michigan	FY 2009 strategies include administrative economies and efficiencies, closure of adult prison and juvenile facilities transitioning individuals from nursing homes to community settings, prescription drug rebates, reduced funding for education and training programs, use of restricted revenue funds, revised caseload estimates, and increased Federa Medical Assistance Percentage (FMAP) rate, and federal ARRA State Fiscal Stabilization Fund Revenue.
Nevada	Redirection of funds previously allocated to other entities
North Carolina	Federal Recovery-FMAP, and Stabilization
Oklahoma	Oklahoma doesn't have an FY-2010 budget in place at this time; so, we can't report which if any of the listed measures will be taken
Pennsylvania	Federal ARRA funds, budgetary freeze (lapses) and a salary freeze for management employees effective 1/1/2009.
Rhode Island	One furlough day through labor negotiations. Increases in employee medical benefit co-shares resulting from labor negotiations. Deferred actuarial funding of retiree health benefits. Modified retiree health such that that there were many retirements to avoid new plan provisions.
South Carolina	Agencies given flexibility to use other funds to off-set reductions
South Dakota	Federal stimulus funds
Texas	Federal stimulus funds
Utah	Bond for buildings, bond for roads, and other one-time revenue sources.
Vermont	Vacant position elimination and ARRA funds
Virginia	Eliminated proposed salary increases.
Wisconsin	Combined Reporting (\$27.7 million), Tax on software (\$9.4 million), Use of federal funds for TANF (\$22.5 million), Hospital Assessment, \$78.5 million, Federal Medical Assistance, Required Ending Balance (\$65 million), Act 2 provided for additional \$38 million in lapses, and revenue enhancements for combined reporting, software tax, hospital assessment, and federal dollars for TANF and MA. In addition, the requirement to retain \$55 million in the rainy day fund was removed.

THE FISCAL SURVEY OF STATES: JUNE 2009 45

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Arizona	FY 2010 Governor's budget not yet released
Colorado	The Governor's budget proposes to divert a vendor fee (benefit for vendors) instead into the GF but it is not a fee increase for businesses to pay. The Governor's budget plan was not based on a percentage applied; instead all cuts were evaluated and targeted based on the circumstance. Other includes: \$155.5 million in CF transfers to the GF, \$10.2 million in other GF revenue changes, \$47.2 million in higher education reserve transfer to GF, \$39.1 million in reduction to vendor fee payment and \$12.2 million from gaming diversion. Also includes FMAP benefit of \$302.8 million.
Connecticut	Payroll savings currently under discussion
Delaware	Hiring freeze, purchase order review, reprogram surplus funds, deauthorization of capital projects, maximizing federa funds
Georgía	Super Speeder Fine
Hawaii	Carry-over balance from prior year; federal stimulus; transfers from specific non-general funds.
Illinois	Personal and corporate income tax increases
lowa	Across the board reductions
Kansas	Restructure debt
Maryland	Fund swaps with federal and special funds; Federal stimulus funds
Michigan	FY 2010 strategies include employee concessions (specifics to be determined); closure of state-operated facilities elimination of state support for non-core state functions, elimination of pilot programs and programs targeted to specific areas; reductions in K-12 education and university operations; closure of tax loopholes; additional lottery investments and tax enforcement actions; and increased Federal Medical Assistance Percentage (FMAP) rate.
Minnesota	Federal stimulus, state appropriation bonds and merging funds
Missouri	Federal budget stabilization funds
Montana	Federal stimulus replacement
Nebraska	The Governor's recommendations for FY 2010 assumed a 2.5 percent annual increase in employee salaries and wages and a 10 percent annual increase in the employer cost for employee health insurance. With just a few exceptions, the Governor's recommendations included budget adjustments to offset the cost of employee salary and health insurance increases in an effort to provide no or minimal net increase in appropriations. Agencies will address these budget adjustments in different ways. However, given the proportion that employee salary and benefit costs are of total agency budgets it is reasonable to assume there will be some position eliminations.
New Jersey	Salary freeze is assumed through fiscal year 2010. Fiscal year 2009 Budget assumed a \$25 million reduction across all departments for procurement reform; the Fiscal Year 2010 Budget applies a similar cut of \$25 million as well as an additional reduction of \$40 million for management efficiencies which will affect all departments.
North Carolina	Federal Recovery-FMAP, and Stabilization
Nevada	Redirection of funds previously allocated to other entities
Ohio	Transfer non-GRF funds to GRF to supplement tax collections
Oklahoma	Oklahoma doesn't have an FY 2010 budget in place at this time; so, we can't report which if any of the listed measures will be taken.
Oregon	The Legislature has not yet decided how to balance the FY 2010 budget.
Pennsylvania	Federal ARRA funds, maintain management salary freeze through FY 2010 and proposed non-broad-based tax increases.
Rhode Island	Deferred actuarial funding of retiree health benefits. Pension reform: Restrict minimum age of retirement to 59 and eliminate pension COLAs for retirees.
South Carolina	Appropriated federal stimulus dollars from Budget Stabilization Fund and Federal Medicaid Assistance Program (FMAP)
South Dakota	Federal stimulus funds
Texas	Federal stimulus funds
Utah	Enrollment growth set aside and other one-time revenue sources.

Virginia

West Virginia

Eliminated proposed salary increases.

Backfill education reductions with federal stabilization funds

	Sales Tax		Personal Inc	come Tax	Corporate In	come Tax	Total .
Region and State	Original Estimate	Current Estimate	Original Estimate	Current Estimate	Original Estimate	Current Estimate	Revenue Collection**
NEW ENGLAND	***	*****			****	****	
Connecticut	\$3,748	\$3,361	\$7,676	\$6,840	\$792	\$608	L
Maine	1,008	987	1,398	1,327	197	169	<u> </u>
Massachusetts	4,286	3,929	12,762	11,431	1,705	1,654	<u></u>
New Hampshire	NA	NA NA	NA.	NA	320	256	<u> </u>
Rhode Island	863	832	1,124	1,011	161	108	L
Vermont	229	215	588	552	59	52	L
VIID-ATLANTIC							
Delaware	NA NA	NA NA	1,038	926	92	125	L
Maryland	4,034	3,611	7,445	7,364	673	582	L
New Jersey	9,136	8,448	12,700	11,249	2,898	2,497	L
New York	10,914	10,700	38,149	36,559	6,559	5,645	L
Pennsylvania	8,731	8,275	11,489	10,756	2,321	2,037	<u> </u>
REAT LAKES	7,297	6.674	10.432	9,417	1.937	1,450	L
Indiana	5,827	5,426	4,934	4,726	947	822	
Michigan	6,645	6,212	7,010	6,058	2,661	2,318	
Ohio	7.948	7,452	9,201	8,258	522	495	ī
Wisconsin	4,479	4,034	7,106	6,585	860	678	——ī
PLAINS	1836	1,001	1,700	0,000		0.0	
lowa	2.000	2,355	3.344	3,363	468	407	T
Kansas	1,994	1,935	3,071	2,890	325	340	i
Minnesota	4,601	4,378	7,767	7,217	969	659	È
Missouri	1,937	1,860	5,448	5,084	471	362	Ť
Nebraska	1,359	1,340	1.750	1,780	215	210	<u> </u>
North Dakota	656	648	308	324	112	112	H
South Dakota	676	645	NA NA	NA NA	NA NA	NA NA	
OUTHEAST	0/0	043	IVA		IVA .	INA	
Alabama	2,114	1,945	3.245	2.897	481	345	L
Arkansas	2,114	2,135	2.295	2,271	306	258	T
Florida	19,093	17,220	2,295 NA	NA NA	2,223	1,880	
		5,433	8,479	8,224		695	<u>-</u> -
Georgia	5,594				729		~~~~
Kentucky	2,978	2,878	3,473	3,365	513	242	
Louisiana	2,891	2,841	2,873	2,831	969	881	<u>T</u>
Mississippi	2,019	1,950	1,617	1,548	528	403	<u>L</u> _
North Carolina	5,374	4,754	11,386	9,517	1,192	833	L
South Carolina	2,699	2,282	2,970	2,582	249	126	L
Tennessee	7,019	6,475	262	204	1,664	1,328	L
Virginia	3,226	3,011	10,777	10,045	706	685	Т
West Virginia	1,181	1,125	1,490	1,516	301	260	Т
OUTHWEST							
Arizona	4,643	3,905	3,614	2,779	841	576	L
New Mexico	2,404	2,378	1,140	1,214	399	293	T
Oklahoma	1,701	1,726	2,165	2,061	289	311	T
Texas	21,348	21,700	NA NA	NA	NA	NA	L
COLOR MOUNTAIN	2,062	1,963	5,200	4.895	508	341	ı
Idaho	1,069	1.042	1,268	1.223	157	156	
Montana	16	16	851	857	167	158	T
Utah	1,821	1,583	2,772	2,424	330	297	
Wyoming	485	522	NA NA	NA NA	NA NA	NA NA	— н
AR WEST	700	VEZ	14/1	144		11/7	
Alaska	NA	NA	NA	NA	724	795	т
California	27,111	26,332	55,720	46.792	13,073	10,197	<del></del>
Hawaii	2,590	2,475	1,529	1,448	13,073	78	<u>-</u> -
Nevada	2,590	2,475 873	1,529 NA	1,448 NA	NA NA	NA NA	
Oregon	NA 0.500	NA 7 470	6,375	5,399	432	308	<u> </u>
Washington	8,508	7,478	NA	NA	NA \$52,126	NA	L

Total \$219,660 \$207,358 \$284,241 \$257,085 \$52,126 \$43,034 —

NOTES: NA indicates data are not available because, in most cases, these states do not have that type of tax.

"\*Unless otherwise noted, original estimates reflect the figures used when the fiscal 2009 budget was adopted, and current estimates reflect preliminary actual tax collections.

"\*Key: L=Revenues lower than estimates. H=Revenues higher than estimates. T=Revenues on target.

TABLE A-7a

Comparison of	ax conec		Jour Loud,		,			•	•
		Sales Tax		Per	sonal Income	Tax		orate Income	
Region/State	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2008	Fiscal 2009	Fiscal 2010
NEW ENGLAND									
Connecticut	\$3,582	\$3,361	\$3,582	\$7,513	\$6,840	\$6,754	\$734	\$608	\$632
Maine	983	987	1,007	1,444	1,327	1,374	185	169	177
Massachusetts	4,087	3,929	4,021	12,484	11,431	11,432	1,512	1,654	1,514
New Hampshire	NA	NA	NA 000	NA 1074	NA 1 011	NA NA	317	256 108	256
Rhode Island	844	832	839	1,074	1,011	1,013	151		96
Vermont	226	215	215	622	552	536	75	52	42
MID-ATLANTIC	214		***	1,007	926	925	179	125	44
Delaware	NA 3,675	NA 3,611	NA 3,592	6,940	7,364	6.637	552	582	600
Maryland*	8,916	8,448	8,712	12,606	11,249	11,288	3,133	2,497	2,196
New Jersey	10,591	10,700	12,127	36,564	36,559	34,769	6,018	5,645	6,084
New York		8,275	8,390	10,908	10,756	10,755	2,418	2,037	1,919
Pennsylvania	8,497	8,275	0,390	10,906	10,756	10,755	2,410	2,037	1,818
GREAT LAKES	7,215	6,674	6,488	10,320	9,417	11,845	1.860	1,450	1,513
Illinois Indiana	5,534	5,426	5,550	4,838	4,726	4,774	910	822	828
	6,773	6,212	6,067	7,226	6,058	5,354	2,466	2,318	2.234
Michigan	7,614	7,452	7,265	9,115	8,258	7,922	754	495	163
Ohio Wisconsin	4,268	4,034	4,011	6,714	6,585	6,613	838	678	860
PLAINS	4,200	4,034	4,011	0,714	0,303	0,013	036	070	- 000
lowa	2,000	2,355	2,398	3,360	3,363	3,309	484	407	376
Kansas	1,958	1,935	1,975	2,897	2,890	2,990	432	340	365
Minnesota*	4,571	4,378	4,157	7,759	7,217	7.034	1,020	659	450
Missouri	1,931	1,860	1,861	5,210	5,084	5,122	459	362	410
mNebraska	1,322	1,340	1,350	1,726	1,780	1,840	233	210	210
North Dakota	555	648	615	307	324	327	141	112	132
South Dakota	645	645	659	NA	NA NA	NA.	NA.	NA.	NA NA
SOUTHEAST	040	040	005				147	140	
Alabama	2,067	1,945	1,984	2,971	2,897	2,883	501	345	347
Arkansas	2,111	2,135	2,226	2,345	2,271	2,306	318	258	253
Florida	18,429	17,220	17,588	NA.	NA	NA NA	2,217	1,880	1,820
Georgia	5,797	5,433	5,213	8,830	8,224	8,338	942	695	543
Kentucky	2,878	2,878	3,067	3,483	3,365	3,360	435	242	506
Louisiana	2,864	2,841	2.673	3,169	2,831	2,519	940	881	570
Mississippi	1,947	1,950	1,930	1,542	1,548	1,530	501	403	379
North Carolina	4,982	4,754	4,812	10,902	9,517	9,406	1,112	833	810
South Carolina	2,463	2,282	2,192	2,864	2,582	2,475	269	126	129
Tennessee*	6,851	6,475	6,605	292	204	164	1,620	1,328	1,301
Virginia	3,076	3,011	3,167	10,115	10,045	10.388	808	685	729
West Virginia	1,110	1,125	1,144	1,519	1,516	1,522	388	260	231
SOUTHWEST	1,110	(,120	1,144	1,010	1,010	1,022			
Arizona	4,354	3,905	3,884	3,407	2,779	2,688	785	576	586
New Mexico	2,323	2,378	2,399	1,214	1,214	1,230	355	293	275
Oklahoma	1.612	1,726	1,754	2,239	2,061	2,007	279	311	308
Texas	21,604	21,700	21,812	0	0	0	0	0	0
ROCKY MOUNTAIN	21,004	21,700	21,012						
Colorado	2,127	1,963	2,107	4,974	4,895	4,884	508	341	348
Idaho	1,142	1,042	1,026	1,430	1,223	1.212	190	156	162
Montana	17	16	17	867	857	845	160	158	118
Utah	1,739	1,583	1,533	2,612	2,424	2,335	416	297	304
Wyoming	505	522	506	0	0	0	0	0	0
FAR WEST						······································			
Alaska	NA	NA	NΑ	NA	NA	NA	789	795	650
California	26,613	26,332	30,221	54,234	46,792	51,237	11,849	10,197	10,445
Hawaii	2,619	2,475	2,498	1,544	1,448	1,457	85	78	62
Nevada	986	873	815	NA NA	NA.	NA NA	NA NA	NA.	NA.
Oregon	NA NA	NA NA	NA.	4,973	5.399	5,433	441	308	326
Washington	8,216	7,478	7,551	NA NA	NA NA	NA.	NA.	NA.	NA.
Total	\$214 217	\$207.358	\$213 601	\$276.155	\$257.805	\$261,100	\$50.772	\$43.034	\$42,303

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-			Jour 2000, 1			al 2010 Red		•	
		Sales Tax			sonal Income			orate Income	
Region/State	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2008	Fiscal 2009	Fiscal 2010
NEW ENGLAND									
Connecticut	2.5%	-6.2%		11.3%			-17.6%		
Maine	-3.7	0.4	2.0	6.6	-8.1	3.6	0.3	-8.5	5.0
Massachusetts	0.5	-3.9	2.3	9.5	-8.4	0.0	-4.7	9.4	-8.5
New Hampshire	NA	NA	NA	NA	NA.	NA	10.4	-19.2	0.0
Rhode Island	-3.3	-1.5	0.8	8.0	-5.8	0.2	1.6	-28.2	-10.8
Vermont	1.4	-4.9	0.1	7.1	-11.3	-2.9	2.5	-29.9	-20.5
MID-ATLANTIC									
Delaware	NA.	NA.	NA_	-0.1	-8.0	-0.1	27.2	-30.0	-64.7
Maryland*	7.5	-1.8	-0.5	3.9	6.1	-9.9	-6.5	5.5	3.1
New Jersey	3.6	-5.2	3.1	7.5	-10.8	0.3	-2.3	-20.3	-12.0
New York	5.4	1.0	13.3	5.7	0.0	-4.9	-7.0	-6.2	7.8
Pennsylvania	-1.1	-2.6	1.4	6.3	-1.4	0.0	-3.0	-15.7	-5.8
GREAT LAKES									
Illinois	1.1	-7.5	-2.8	9.7	-8.8	25.8	6.3	-22.0	4.3
Indiana	2.9	-2.0	2.3	4.8	-2.3	1.0	-7.9	-9.6	0.6
Michigan	3.4	-8.3	-2.3	12.2	-16.2	-11.6	35.8	-6.0	-3.6
Ohio	2.6	-2.1	-2.5	2.6	-9.4	-4.1	-30.0	-34.3	-67.1
Wisconsin	2.6	-5.5	-0.6	2.1	-1.9	0.4	-5.9	-19.1	27.0
PLAINS									
lowa	4.7	17.7	1.8	8.9	0.1	-1.6	13.9	-15.8	-7.6
Kansas	-4.6	-1.2	2.1	6.9	-0.2	3.5	-2.3	-21.3	7.4
Minnesota*	1.4	-4.2	-5.0	7.3	-7.0	-2.5	-12.9	-35.4	-31.6
Missouri	-1.2	-3.7	0.0	5.9	-2.4	0.7	0.2	-21.2	13.3
Nebraska	1.4	1.4	0.7	4.6	3.1	3.4	9.3	-9.8	0.0
North Dakota	8.6	16.9	-5.1	-2.6	5.5	1.0	16.3	-20.5	17.7
South Dakota	6.9	0.0	2.3	NA	NA	NA	NA	NA	NA
SOUTHEAST									
Alabama	-1.0	-5.9	2.0	1.1	~2.5	-0.5	10.2	-31.1	0.6
Arkansas	-3.5	1.1	4.3	8.1	-3.1	1.5	-5.9	-18.8	-2.1
Florida	-5.2	-6.6	2.1	NA	NA	NA	-9.3	-15.2	-3.2
Georgia	-2.0	-6.3	-4.0	0.1	-6.9	1.4	-7.6	-26.2	-21.9
Kentucky	21	0.0	6.6	14.5	-3.4	7.9	56	-44.4	109.1
Louisiana	-9.2	-0.8	-5.9	-2.7	-10.7	-11.0	-10.7	-6.2	-35.3
Mississippi	0.9	0.1	-1.0	4.5	0.4	-1.2	3.3	-19.5	-6.1
North Carolina	-0.3	-4.6	1.2	3.8	-12.7	-1.2	-23.4	-25.1	-2.8
South Carolina	-6.4	-7.3	-3.9	-0.6	-9.9	-4.1	2.7	-53.2	2.5
Tennessee*	0.5	-5.5	2.0	17.7	-30.0	-20.0	-8.3	-18.0	-2.0
Virginia	0.9	-2.1	5.2	3,3	-0.7	3.4	-8.2	-15.2	6.4
West Virginia	7.2	1.4	1.7	7.4	-0.2	0.4	5,3	-33.0	-11.2
SOUTHWEST									
Arizona	-2.3	-10.3	-0.5	-8.8	-18.4	-3.3	-20.4	-26.6	1.7
New Mexico	0.4	2.4	0.9	2.8	0.0	1.4	-22.9	-17.4	-6.1
Oklahoma	5.3	7.1	1.6	-4.2	-8.0	-2.6	-35.9	11.4	-1.0
Texas	7.0	0.4	0.5	NA	NA	NA	NA	NA	NA
ROCKY MOUNTAIN									
Colorado	-3.8	-7.7	7.4	2.1	-1.6	-0.2	2.0	-32.8	2.0
Idaho	6.0	-8.8	-1.5	2.1	-14.5	-0.9	-0.3	-17.5	3.6
Montana	0.9	-1.6	2.3	4.8	-1.2	-1.3	-9.7	-1.6	-25.4
Utah	-6.4	-9.0	-3.1	1.5	-7.2	-3.7	-2.2	-28.6	2.4
Wyoming	5.4	3.4	-3.1	NA.	NA NA	NA.	NA.	NA.	NA.
FAR WEST									
Alaska	NA	NA	NA	NA	NA	NA	2.2	0.8	-18.2
California	-3.0	-1.1	14.8	4.4	-13.7	9.5	6.2	-13.9	2.4
Hawaii	2.4	-5.5	1.0	-1.0	-6.2	0.6	4.0	-8.9	-20.1
Nevada	-1.4	-11.4	-6.7	NA	NA NA	NA NA	NA.	NA NA	NA.
Oregon	NA NA	NA NA	NA NA	-11.1	8.6	0.6	8.6	-30.1	5.8
~. vgvii									
Washington	4.1	-9.0	1.0	NA	NA	NA	NA	NA	NA

Total 0.6% -3.2% 3.0% 4.7% -6.6% 1.3% -3.3% -15.2% -1.7?

NOTES: NA indicates data are not available because, in most cases, these states do not have that type of tax. \*See Notes to Table A-7.

"Unless otherwise noted, fiscal 2008 figures reflect actual tax collections, fiscal 2009 figures reflect the current estimates, and fiscal 2010 figures are projections.

SOURCE: National Association of State Budget Officers.

## NOTE TO TABLES A-7a and b.

Tennessee Corporate Income Tax includes excise tax and franchise tax. Sales tax, personal income tax and corporate excise tax are shared with local governments.

TABLE A-8

State	enue Changes by Type of Revenue, Fiscal 2010  Tax Change Description	Effective Date	Fiscal 2010 Revenue Change: (\$ in Millions)
	SALES TAXES		
Arkansas	Decrease in state sales tax rate applied to food for home consumption from 3 percent to 2 percent	7/09	\$ -40.5
	Decrease in state sales tax rate applied to manufacturing electricity and natural gas usage from 4 percent to 3.25 percent.	7/09	-3.8
California	(a) Compliance effort (\$10 million) + (b) Rate increase (\$4.766 million)	4/09	4,776.0
Illinois	Loophole Closures	7/09	94.0
Massachusetts	A one percent increase to Statewide Meals and Hotel & Motel Tax to support local aid	Upon Enactment	149.2
Michigan	Lower bad debt deduction; lower collection allowance; change taxation of interstate trucks; change taxation of certain interstate communications	10/09	50.6
Minnesota	Capital equipment sales tax exemption	1/10	-33.6
New York	Expanded the definition of vendor to preclude certain retailers from avoiding the $\ensuremath{SUT}$	6/09	9.0
	Impose sales tax on digital property	6/09	15.0
	Curtail certain abusive tax avoidance schemes	6/09	4.0
	Impose sales tax on cable/satellite services	6/09	136.0
	Repeal the sales tax cap on motor fuel	6/09	90.0
	Equalize the current coupon system	6/09	3.0
	Eliminate clothing exemption	6/09	462.0
	Impose sales tax on certain miscellaneous personal services	6/09	78.0
	Repeal bad debt law	6/09	8.0
	Increase prepaid sales tax rate on cigarettes	6/09	14.0
	Allow wine in grocery stores	6/09	0.8
	Limit capital improvement exemption to new construction, additions	6/09	120.0
	Impose sales tax on entertainment related spending	6/09	53.0
	Impose sales tax on transportation-related spending	6/09	45.0
	Increase tobacco retail fee	6/09	-0.4
	Increase beer and wine tax	6/09	2.0
	Impose sales tax on Soft Drinks	6/09	404.0
	Impose an additional 5 percent tax on certain luxury goods	6/09	12.0
	Increase the auto rental tax from 5 percent to 6 percent	6/09	8.0
Rhode Island	Increase Cigarette excise tax by \$1.00 while retaining minimum price markup	4/09	2.7
Virginia	Sales tax on cigarettes		2.0
Total Revenue Ch	anges—Sales Taxes		\$6,512.0

7/09

1/09

-102.0

58.5

175.6 \$8,834.3

Proposed Rev	enue Changes by Type of Revenue, Fiscal 2010		Fiscal 2010
State	Tax Change Description	Effective Date	Revenue Change: (\$ in Millions)
	PERSONAL INCOME TAXES		
California	(a) Compliance effort (+\$9 million) + (b) Dependent Credit Reduction (+\$1,440 million) + (c) Rate increase (+\$3,658 million) + (d) (-\$330 million Homebuyer credit) + (-\$33 million Homebuyer credit)	1/09	\$4,744.0
Delaware	New Top Rate of 6.95 percent	1/10	30.0
Illinois	1.5 percent tax rate increase (3 percent to 4.5 percent)	7/09	2,920.0
Kansas	Would repeal community services contribution tax credit	7/09	4.4
Maine	Limits benefits under tax reimbursement programs		10.0
Michigan	Suspend inflation indexing of exemptions; eliminate double deduction for oil and gas producers	1/09	61.1
Minnesota	Federal conformity provisions	7/09	-39.9
North Dakota	Decreased personal income tax rate	7/09	-50.0
New Jersey	One year tax rate increase to 10.25 percent on income > \$500,000	1/09	620.0
	One year suspension of property tax deduction for non- seniors with income > \$150,000	1/09	160.0
	Lottery winnings > \$10,000 will be subject to income tax	1/09	8.0
New York	Impose tax on full amount of investment management fee earned by non-resident managers	1/09	60.0
	Levy fee on non-LLC partnerships with NY-source income at or above \$1 million at rates currently applicable to LLC partnerships	1/09	50.0
	Increase the itemized deduction limitation applicable to high income taxpayers from 50 percent to 100 percent except charitable contributions	1/09	140.0
North Carolina	IRC Update – The Governor recommends an update to the IRC reference used in defining and determining certain state tax provisions	1/10	-10.4
Rhode Island	The American Recovery and Reinvestment Act of 2009 contains the following provisions: Increase weekly unemployment compensation by \$25.00, \$1.8 million; Deduction from AGI of first \$2,400 of Unemployment compensation, \$(5.4) million; and Deduction from AGI of Sales tax paid on new car purchase, \$(1.4) million.	1/09	-5.0

Lower the state's income tax from 7 percent to a flat 3.65 percent by using revenues from a cigarette tax increase of 30-cents per pack

Federal Tax Conformity \$10.5 million; decrease land preservation tax credit cap \$50.0 million; add energy tax credit increase (\$2.0 million)

Creates new high marginal tax bracket for very high income earners; \$225 thousand single, \$300 thousand married filing jointly; \$150 thousand married filing separately

South Carolina

Virginia

Wisconsin

Total Revenue Changes-Personal Income Taxes

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State	nue Changes by Type of Revenue, Fiscal 2010  Tex Change Description	Effective Date	Fiscal 2010 Revenue Changes (\$ in Millions)
·····	CORPORATE INCOME TAXES	***************************************	
California	Compliance Efforts	7/09	\$4.0
Ilinois	2.4 percent tax increase (4.8 percent to 7.2 percent)	7/09	\$470.0
owa	Yearly \$200 million budget cap on currently uncapped awarded tax credits for \$15 million and elimination of doubling of research and activities tax credit for \$13 million.	1/09	28.0
Maine	Removes from the apportlonment calculation the sales of tangible personal property by businesses operating in more than one state where the taxpayer is not taxable.		2.6
Minnesota	Reduce the corporate tax rate from 9.8 percent to 4.8 percent over a six-year period.	1/10	-10.0
	Section 179 business expensing.	7/09	-20,9
	Reinvestment tax credit.	7/09	-50.0
	Green JOBZ	Final Enactment	-1.2
lew Jersey	Extend 4 percent surcharge that was to expire on 6/30/09	1/09	80.0
North Carolina	The Governor recommended that companies with profits below \$100,000 be able to exempt the first \$25,000 from net income and companies with profits between \$100,000 and \$200,000 be able to exempt the first \$15,000.	1/10	-12.0
Dregon	Increase corporate minimum tax.	1/10	28.0
thode Island	Reduce rate to 7.5 percent from 9.0 percent	1/10	-14.5
ennessee	Family-Owned Non-Corporate Entities (FONCE) subject to Franchise & Excise Taxes.		25.0
/irginia	Captive REIT legislation	7/09	10.0
Total Revenue Char	ngesCorporate Income Taxes		\$539.0
	CIGARETTE AND TOBACCO TAXES	·····	
Arkansas	increase in cigarette tax rate from 59 cents to \$1.15 per package of 20 cigarettes, increase in tax rate for other tobacco products.	3/09	\$86.2
Delaware	Increase from \$1.15/pack to \$1.60/pack	8/09	16.0
Illinois	\$1.00 per pack increase	7/09	365.0
Maine	Change in basis to tax on smokeless tobacco.	1100	1.5
Michigan	Double the tax rate on other tobacco products; lower collection allowance	10/09	48.2
Mississippi	Increase by \$0.24 per pack for manufacturers participating in the tobacco settlement with the State and \$0.43 for non-participating manufacturers, and increase on smokeless tobacco.	7/09	79.8
New Hampshire	35 cent per pack increase in Tobacco Tax	7/09	35.0
New Jersey	Increase cigarette tax from \$2.575 per pack of 20 cigarettes to \$2.70 per pack	7/09	26.0
New York	Change method of taxation of cigars to \$0.50 per cigar from 37 percent of wholesale price	4/09	10.0
	Increase retail registration fee	1/09	16.7
North Carolina	Increase cigarette tax from \$.35/pack to \$1.35/pack. Also recommended the tax on other products from 10 percent to 28 percent of the wholesale price.	9/09	342,9
Oregon	Increase tax rate. A portion of this increase goes to the General Fund.	1/10	37.0
Pennsylvania	Increase cigarette tax by \$0.10 per pack.	8/09	8.08
Rhode Island	Increase cigarette excise tax to \$3.46 while retaining minimum price markup	4/09	27.5
South Carolina	Increase cigarette tax by 30-cents per pack and use the revenues to lower the state's income tax from 7 percent to a flat 3.65 percent.	7/09	102.0
Wisconsin	Increases cigarette tax rate by \$0.75 per pack.	9/09	127.4

State	Tax Change Description	Effective Date	Fiscal 2010 Revenue Change (\$ in Millions)
	MOTOR FUELS TAXES		
Alaska	Suspend Motor Fuel Tax		\$ -8
Idaho	Increase the state fuel tax by two cents per gallon each year for five years.	7/09	17.6
New Jersey	Increase to motor vehicle fees, including transactions, processes and services	7/09	20
Oregon	Increase fuel tax. None of this increase goes to the General Fund.	7/09	58
Total Revenue Cha	ngesMotor Fuels Taxes		\$87.6
	ALCOHOLIC BEVERAGES		
California	Compliance (Flavored Malt Beverages)	7/09	\$38.0
Delaware	Increase taxes by 50 percent	9/09	3.5
Michigan	Increase license fees; extend hours of sales	10/09	24.1
New Jersey	Increase alcoholic beverage excise tax, excluding beer, by 25 percent	7/09	22.0
New York	Reform tax on flavored malt beverages	6/09	15.0
1017 7011	Increase rates on beer and wine	4/09	63.0
North Carolina	A 5 percent tax surcharge to all alcohol purchases	9/09	157.5
	nges—Alcoholic Beverages	3/03	\$323.1
otal Revenue Cha	The state of the s		\$323.1
Colorado	OTHER  HB 09-1001 Tax Credit – Creates an income tax credit to firms that create new jobs in Colorado and meet specified criteria. (03/10/09 Revised Legislative Council Staff Fiscal Note)	8/09	\$ -2.9
Delaware	Corporate Franchise Tax	1/09	97.4
	Gross Receipts Tax - Increase by 10 percent	1/09	7.0
	Public Utility Tax	8/09	7.0
daho	Rental Car Tax, creates a six percent tax assessed on car rentals.	7/09	2.0
	Speciality Plates, increases fees for speciality license plates by \$20.	7/09	4.0
llinois	Various	7/09	593.0
Kansas	Suspend franchise tax phase-out	7/09	14.0
	Suspend phase-out of estate tax	1/10	5.0
Louisiana	Extension of Tax Credits - due to sunset this year. The extension will apply to film production, targeted infrastructure, digital media, sound recording, research and development, and Angel investor.	7/09	-8.0
Maine	Estate Tax revision and change in tax rate on telecommunication personal property.		3.8
Maryland	Reduced the Mined Coal Tax Credit for the Franchise Tax	6/09	4.5
Michigan	Change taxation of commercial rental property under property tax	10/09	10.0
Minnesota	Reduce taconite state appropriation from 22 cents per taxable ton of iron ore produced to 7 cents per ton.	7/09	-5.8
New Hampshire	\$20.1 million from a 0.75 percent increase in Meals & Rooms Tax; \$8.0 million from a tax on Gambling Winnings greater than \$600	7/09	28.1
New Jersey	Unclaimed slot machine vouchers would be escheated	7/09	4.0
Oregon	Extend and restructure provider tax. None of this revenue goes to the General Fund.	10/09	232.0
Pennsylvania	Implement a tax on other tobacco products.	10/09	37.9
	Implement a severance tax on natural gas.	10/09	107.2
	Continued phase out of the Capital Stock and Franchise Tax.	1/10	-222.9
Rhode Island	Increase Health Care Insurers Gross Premiums Rate to 2.00 percent	1/09	3.8
	Eliminate Exemption for Managed Care Plans	1/09	9.8
	Reduce Nursing Home Tax Revenue	7/09	-1.6
	Eliminate Group Home tax	5/09	-11.1
Sauth Calcata	Increase Estate tax exemption amount to \$1.0 million	1/10	-1.5
South Dakota	Additional Gaming tax of 1 percent on Deadwood casinos	7/09	1.0
Tennessee	Health Maintenance Organization premium tax increase from 2.2 percent to 5.5 percent.		139.3
√irginia	Hotel Movie Rental Tax	7/09	0.3
Nisconsin	Increases taxes on other tobacco products including moist snuff and cigars by 42 percent.	9/09	15.2

TABLE A-8 (continued)

State	Tax Change Description	Effective Date	Fiscal 2010 Revenue Change (\$ in Millions)
	FEES		
Alaska	Business License Fee Reduction	10/08	\$ -3.2
California	Vehicle License Fee Rate Increase	5/09	1,692.0
Colorado	SB 09-108 Fee Increase for Transportation (Fasttracks) 03/10/09 Revised Legislative Council Staff Fiscal Note	Section 5 takes effect in January 10; rest was upon signature (law)	200.0
Connecticut	Increase various licenses, permits, and fees	7/09	137.2
Delaware	Various Judicial Fees		1.3
	Vital Records fee increases		1.0
	Alcohol Beverage Control Commission licensing fees		1.2
Florida	Various fee increases	Various	151.3
Georgia	Driver Services Super Speeder Fine		23.0
daho	Vehicle Registration, increases fees for cars, motorcycles, etc. according to vehicle age and for light trucks according to age and weight.	7/09	13.6
	Heavy trucks, increases registration by 5 percent.	7/09	2.4
Maine	Increases State Park fees, Marine Resource license fees & Hunting/Fishing/Trapping license fees.		1.6
Minnesota	Health Department - Vital Records Technology Improvement Fee. Extends the current \$2 surcharge on all vital records to ensure system upgrades scheduled to be implemented in 2010 continue, and future costs are recovered.	7/09	1.2
	Human Services Dept - Licensing Funding. Restructures the funding mechanism for the department's licensing activities, increasing fees to fully recover licensing costs.	7/09	1.2
	Human Services Dept - Stabilizes funding for State Operated Services dental clinics.	7/09	1.8
	Dept of Natural Resources - Utility and land lease fees.	7/09	1.8
	Agriculture Dept - Increase pesticide fees.	7/09	2.8
	Enterprise Technology Office - Surcharge for electronic licensing system.	7/09	5.8
New York	Increase Registration Fees	9/09	60.5
	Increase Driver's License Fees	9/09	21.9
	Reissue License Plates	4/10	0.0
	Increase HUT registration fee from \$4 to \$15 and allow the Tax Department to mail out decals	4/09	4.6
	Increase Food licensing fees	4/09	3.7
	Increase Food Safety Violation Penalties	4/09	1.2
	Increase and Expand New Statewide Central Register Fees	4/09	2.7
	Increase various Civil Service Exam Fees	4/09	1.6
	Expand Insurance Fingerprinting Fee	4/09	6.3
	Increase Nuclear Power Plant Fee	4/09	2.7
	Remove Cap on DMV Surcharges	4/09	8.3
	Increase License Termination Fees	4/09	13.4
	Increase State Pollutant Discharge Elimination Fees	4/09	5.0
	Establish Fishing Fees	4/09	6.0
	Increase Physician Fees	4/09	16.4
	Assess Early Intervention Provider Fee	4/09	1.7
	Restructure Clinical Lab Fees	4/09	36.5

TABLE A-8 (continued)

State	Tax Change Description	Effective Date	Fiscal 2010 Revenue Change (\$ in Millions)
Otato	FEES (cont'd)	Date	10 111 11111107107
New York (cont'd)	Reinstitute Hospital Assessment	4/09	\$ 316.4
,	Reinstitute Home Care Assessment	4/09	19.1
	Increase Hospital Surcharges	4/09	126.0
	Increase Covered Lives Assessments	4/09	240.0
	Extend the Covered Lives Assessment	4/09	5.0
	Establish Physical Procedure Surcharge	4/09	49.8
	Increase Insurance Assessment for Public Health Programs	4/09	99.8
	Establish Timothy's Law Insurance Assessment	4/09	179.0
	Increase Insurance Assessment for Tobacco Control and early Intervention	4/09	92.6
	Establish Third Party Administrator Fee	4/09	63.1
	Increase Various Asbestos Related Fees	4/09	9.2
	Boiler Inspection Fee Increases	4/09	2.2
	Increase Real Property Transfer Fee	4/09	14.3
	Increase Administrative Parks Fees	4/09	6.5
	Increase Utility Assessment	4/09	651.6
	Establish Horse Entrance Fee	4/09	1.0
	Increase State Licensing Fees	4/09	3.5
	Increase Surcharge on Auto Insurance	4/09	48.4
	Automated Speed Enforcement Cameras	4/09	50.0
	Establish Processing Fee for Paper Returns	4/09	6.8
	Establish Bad Check Fee	4/09	1.5
	Establish Installment Payment Fee	4/09	4.5
	Establish Tax Preparer Fee	4/09	6.0
lorth Carolina	Increase annual license fee on professionals from \$50 to \$200 and increase in non-tax	7/09	27.4
	judicial fees and various smaller fee increases.	7/09	21.7
Dhio	Executive recommendations for FY 2010-2011 contained multiple fee increases to support certain activities including industry specific licensing and inspection services.	7709	
Oklahoma	Miscellaneous fee increases for several agencies.		29.7
Oregon	Increase transportation registration and title fees. None of this revenue goes to the General Funds.	7/09	442.0
Rhode Island	Motor vehicles: Increase reinstatement fees for Operator's license from \$75.00 to \$250.00	4/09	3.7
	Motor vehicles: Increase Certificate of title fee from \$25.00 to \$50.00	4/09	3.9
South Dakota	Increases in licensing, registration and inspection fees in Dept. of Health; increases in parole supervision fees in Dept. of Corrections; Increases in coin laundry fees, alcohol brand registration fees and alcohol licensing fees in the Dept. of Revenue; Increases in business registration and licensing fees within the Secretary of State. Increases in licensing and permit fees within the Dept. of Agriculture. Increases in park related fees within the Dept. of Game Fish and Parks. Increases in license and registration fees within the Dept. of Environment and Natural Resources.	7/09	4.6
Jtah	Regulatory fees to cover costs.		20.8
	Motor Vehicle Registration increase by \$20.	7/09	53.0
ermont	Motor Vehicle fee increase	7/09	8.521
	Public Safety: sale of audio/videotapes	7/09	0.003
	Historic preservation/archeology	7/09	0.190
	Change for technical analysis to review economic development and community	7/09	0.016
	development grants	7700	0.010
	Secretary of State professional regulation	7/09	0.164
	Workers' Compensation premium assessment	7/09	0.006
otal Revenue Cha			\$5,022.6

TABLE A-9

State	Description	Effective Date	Fiscal 2010 Recommended Changes (\$ in Millions)
Colorado*	Sales-Capped the amount of state sales tax vendors can retain to offset administrative costs associated with collecting state sales tax at time of purchase (Figure represents Governor's policy proposal – legislative estimate in final bill is \$38.0M)		\$39.1
Connecticut	Sales-Suspension of the sales tax week for two years	7/09	4.2
	Personal Income-Delay the increase in the singles personal income tax exemption for 3 years	7/09	13.3
	Corporate-Cap the film industry tax credit at \$30 million per year. Suspend the Historic Homes and Historic Structures tax credits for two years	7/09	35.0
	Fees-Reduce lottery retailer commission from 5 percent to 4 percent	4/09	10.0
Delaware	Increase state share of Video Lottery/institute sports betting		55.0
Florida	Other-Redistribution and delayed distribution of tax collections; trust fund sweeps	7/09	646.3
daho	Sales-Ethanol Exemption, repeals the exemption on ethanol.	7/09	4,1
Kansas	Alcohol-The amount of liquor taxes that under current law is distributed to local governments is recommended to be deposited in the State General Fund.	7/09	27.2
	Other-Require mineral taxes to be paid within one month instead of two, resulting in one additional mineral tax payment in FY 2010.	7/09	10.0
Maine	Personal Income-Enhanced revenue collections, reduction in amount transferred to Local Government Fund and revision on estimated tax payments.		18.5
	Other-Additional Investment earnings		1.3
Massachusetts	Sales-The Governor recommended eliminating the sales tax exemption on alcohol, candy and sweetened beverage products.	Upon Enactment	150.0
Maryland	Fees-Adjusts commission level for lottery sales agents from 5.5 percent to 5.0 percent of ticket sales.	6/09	8.6
Michigan	Sales-Use tax audit letter to businesses	10/09	2.5
	Personal Income-Income tax automation	10/09	4.1
	Other-Increased lottery advertising; publicize names of major delinquent taxpayers to increase compliance; delinquent business accounts compliance efforts	10/09	31.0
Minnesota	Gambling-Establishes a single tax rate on all forms of charitable gambling in order to reduce complexity and provide a more fair distribution. The proposed rate of 3.75 percent of gross receipts replaces four different tax rates currently assessed on five forms of lawful gambling: pull tabs, tip boards, raffles, bingo, and paddle wheels. The proposed tax is estimated to raise the same amount of revenue as the existing four taxes, which collectively are forecast to provide \$39.2 million to the general fund in FY 2010.	7/09 and 1/10	0.0
	Fees-Human Services Dept - Transforms the Child & Adolescent Behavioral Health Services (CABHS) hospital from an enterprise program to an appropriation- based program and establishes a new partial hospitalization model of care.	7/09	8.4
	Fees-Dept of Labor & Industry - Move to a biennial licensure and registration process and stagger the renewal cycles to save agency operating costs.	7/09	2.7
	Other-Merge Health Care Access Fund into the general fund.	7/09	0.0
Vlontana	Other-Mitigate Property tax Re-appraisal	1/09	-9.3
Vevada	Increase SUT commission by 1 percent	7/09	12.9
	Redirection of various revenue streams from local governments and other segments of state government to the General Fund.	7/09	155.4
	Redirection of fees formerly deposited in other accounts to the General Fund.		7.0
New Hampshire	Alcohol-Pricing, product and efficiency improvements/initiatives at state liquor stores	7/09	14.0

TABLE A-9 (continued)

veroumeyde:	d Revenue Measures, Fiscal 2010	ea	Fiscal 2010 Recommende
State	Description	Effective Date	Changes (\$ in Millions)
New York	Sales-Tax Compliance	6/09	\$ 78.0
	Personal Income-Reform the Empire Zones Tax Credit Program	1/08	272.0
	Personal Income-Enact reciprocal program with the US Treasury Department and other states to intercept vendor payments to satisfy eligible past-due debts.	1/09	2.5
	Personal Income-Eliminate Underutilized Tax Credits	1/09	5.9
	Corporate Income-Reform the Taxation of Digital Property	3/09, 1/09	15.0
	Corporate Income-Increase the mandatory first installment from 25 percent to 30 percent.	1/10	351.0
	Corporate Income-Eliminate Exemption for Large Cooperative Insurance Companies	1/09	19.0
	Corporate Income-Restructure and Simplify the Insurance Tax	1/09	65.0
	Corporate Income-Change Filing Requirement for Overcapitalized Captive Insurance Corporations	1/09	33.0
	Corporate Income-Clarify that Utilities do not Meet Definition of Manufacturers for Capital Base Cap	1/09	18.0
	Corporate Income-Expand the State Low Income Housing Tax Credit Program by \$4 million	1/09	-4.0
	Alcohol-Allow the sale of wine in grocery stores and impose a franchise fee	10/09	105.0
	Fees-Expand the Bottle Bill	4/09	118.0
Ohio	Fees-increase in certain user, licensing, and inspection fees reduced pressure in the General Revenue Fund in FY 2010-2011	7/09	53.4
Dregon	Personal Income-Expands tax credit; Allows Higher Education to retain interest earnings.	1/10	-6.0
Pennsylvania	Sales-Eliminate the 1 percent vendor discount for timely remittance of sales tax collections.	7/09	74.9
	Cigarette-Eliminate the transfer of 18.52 percent of the cigarette tax to the Health Care Provider Retention Account.	7/09	198.9
	Other-One-time transfer of a portion of the balance in the Health Care Provider Retention Account.	7/09	350.0
Rhode Island	Motor Fuel-Transfer of \$0.01 general revenue share of \$0.30 Gas Tax to Department of Transportation	7/09	-4.5
	Fees-Reinstitute Hospital Licensing Fee and implement base year rate	N/A	111,4
	Fees-Sale of Various State Property	7/09	10.0
South Carolina	Other-Redirect Redevelopment Authority taxes and fees to the General Fund	7/09	4.6
firginia	Sales-Change in dealer discount sales tax	7/09	64.3
	Fees-2/3 excess court fees	7/09	6.0
Wisconsin	Sales-\$19.8 Requires similar treatment of sales and individual income tax for business entities of parent corporations (disregards), \$1.5 Require internet sellers to collect sales tax if affiliated with business that has nexus in state	7/09	21.3
	Personal Income-Requires quarterly withholding payments by nonresident members of pass-through entities;	1/09	38.5
	Corporate Income-\$38.2 decouples from the federal qualified production activities deduction; \$57.7 compute throwback sales equal to normal sales for corporate income apportionment purposes; \$4.0 clarifies definition of direct air carrier for income apportionment purposes; \$5.0 sunsets the refundable film tax credit; \$4.5 delays electronic medical records tax credit until 2019.	1/09	109.4
	Other-Reduces capital gains excludable from income from 60 percent to 40 percent.	1/09	85.1
'otal			\$3,409.4
IOTE: See Notes t	to Table A-9. SOURCE: National Association of State Budget Officers.		
OTE TO TABLE	A-9		
Colorado	Figure represented the Governor's request. There were other revenue policy changes pro fit within the categories listed here (e.g., cash fund transfers). As such, they are describe policy changes for budget balancing involve the diversion of existing GF revenues into the The policy changes do ni wolve any tax changes, pursuant to Article X, Section 20 of the	d in Table A-5t GF instead of	All Colorado reve use for other purpo

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	Total Balance (\$ in Millions)**		Balances as a Percent of Expenditures			
Region/State	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2008	Fiscal 2009	Fiscal 2010
NEW ENGLAND						
Connecticut	\$1,382	\$1,100	\$586	8.5%	6.5%	3.39
Maine	116	75	90	3.7	2,5	3.0
Massachusetts	2,406	1,466	1,014	8.8	5.3	3.6
New Hampshire	106	51	51	6.9	3.3	3.3
Rhode Island	61	10	121	1.8	0.3	3.9
Vermont	58	60	57	4.8	5.2	5.1
MID-ATLANTIC						
Delaware	526	378	393	15.4	11.4	12.4
Maryland	1,172	1,134	744	8.1	7.9	5.4
New Jersey	1,304	699	500	3.9	2.3	1.7
New York	2,754	1,514	1,242	5.2	2.7	2.2
Pennsylvania	1,325	515	141	4.9	1.9	0.5
GREAT LAKES				* *************************************		
Illinois	417	417	417	1.5	1.4	1.5
Indiana	1,413	1,275	1,040	11.1	9.3	7.3
Michigan	460	2	-130	4.7	0.0	-1.6
Ohio	2,694	1,336	1,242	10.2	4.7	4.6
Wisconsin	131	216	237	1.0	1,5	1.7
PLAINS						
lowa	641	594	448	10.9	9.8	7.6
Kansas	527	58	1	8.6	0.9	0.0
Minnesota	1,920	569	903	11.3	3.4	6.0
Missouri	1,115	483	271	13.8	5.7	3.0
Nebraska	1,130	853	560	34.8	25.0	15.9
North Dakota	653	703	543	54.2	55.3	35.6
South Dakota	107	107	107	9.1	9.3	9.4
SOUTHEAST						
Alabama	467	237	216	5.4	3.0	3.0
Arkansas	0	0	0	0.0	0.0	0.0
Florida	1,666	1,125	389	6.0	4.5	1.6
Georgia	2,217	2,217	2,217	11.4	12.4	12.9
Kentucky	300	47	24	3.2	0.5	0.2
Louisiana	1,641	1,641	854	17.0	17.5	10.6
Mississippi	440	375	300	8.7	7.3	6.0
North Carolina	1,386	537	537	6.8	2.7	2.6
South Carolina	324	147	211	4.5	2.5	3.6
Tennessee	1,098	686	750	10.0	6.3	7.2
Virginia	1,328	755	602	7.7	4.6	3.7
West Virginia*	1,132	456	564	30.1	10.3	14.9
SOUTHWEST						
Arizona	151	-430	15	1.5	-4.6	0.2
New Mexico	735	568	515	12.2	9.5	9.4
Oklahoma	886	950	354	13.7	14.5	6.2
Texas	11,171	8,698	8,539	26.2	20.5	23.2
ROCKY MOUNTAIN						
Colorado*	327	148	161	4.4	2.0	2.1
Idaho	380	198	152	13.6	7.2	6.0
Montana	436	341	274	21.1	17.6	15.0
Utah	414	395	270	7.0	7.6	5.3
Wyoming	306	284	279	16.9	15.5	15.2
AR WEST	0.740		4.040			
Alaska	8,746	5,396	4,643	160.1	108.4	104.8
California	2,376	-2,341	3,182	2.3	-2.5	3.5
Hawaii	405	138	114	7.5	2.6	2.2
Nevada	388	187	307	11.3	5.1	10.0
Oregon	91	341	-237	1.3	5.7	-3.5
Washington	1,093	-49	-1,139	7.5	-0.3	-7.3
Total	\$62,319	\$36,655	\$34,669	9.1%	5.5%	5.3%

NOTES: NA indicates data not available. "Fiscal 2008 are actual figures, fiscal 2009 are estimated figures, and fiscal 2010 are recommended figures." Total balances include both the ending balance and balances in budget stabilization funds.

SOURCE: National Association of State Budget Officers.

# NOTES TO TABLE A-10

West Virginia

Reflects General Assembly's final budget balancing proposals.

FY 2008 Balance includes \$409.6 million in appropriated balances that were carried forward into FY 2009 and authorized for expenditure. Data assumes that all appropriations in FY 2009 and FY 2010 will be spent with no appropriations carrying forward, however historically amounts will remain at the end of each fiscal year and be re-appropriated to the next fiscal year. FY 2009 also reflects anticipated investment losses in the Rainy Day Fund.



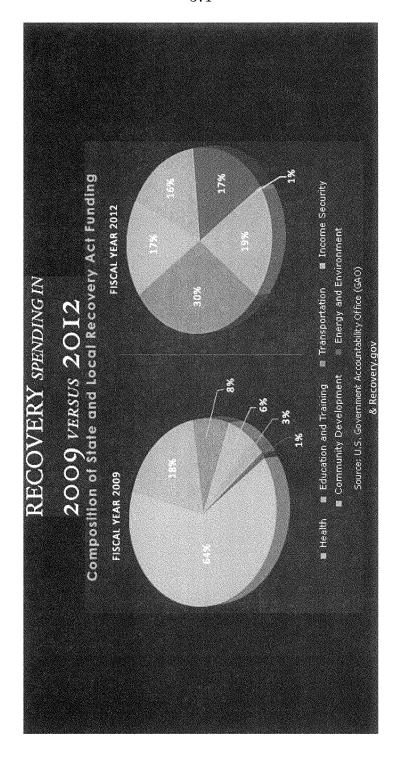
### OMB Guidance on ARRA Section 1512 Implementation Key Issues from NASACT's Perspective

June 23, 2009

At the request of the staff of the Oversight and Government Reform Committee of the U.S. House of Representatives, NASACT staff prepared the listing below of key implementation issues regarding implementation issues of the American Recovery and Reinvestment Act of 2009 with particular attention to section 1512 reporting issues. This list is not intended to be a comprehensive listing of all issues faced by the states; rather, it is a reflection of some of the more critical issues that the states have been working with the Office of Management and Budget to address in OMB's implementation guidance.

### Issues:

- Notification of awards states, particularly governors, have expressed a desire to be notified of all ARRA-related awards coming to their states.
- Statewide reporting states have expressed a desire for flexibility in reporting data elements.
   For example, some states have expressed a desire to report agency information centrally while
   other states favor decentralized (agency by agency) reporting. States requested that OMB allow
   flexibility in this area.
- 3. Subrecipient reporting states have expressed a desire for flexibility in reporting data elements for subrecipients. Some states may prefer that subrecipient information be reported back to the state and then reported by the state comprehensively. Other states may prefer allowing subrecipients to report directly. Again, flexibility was requested in the OMB guidance.
- 4. Data quality and accuracy states are concerned about the quality and accuracy of data to be reported quarterly. States have requested that OMB develop a process wherein they can review the data and make corrections prior to final submission.
- Job creation states have requested that OMB develop clear guidance on calculating jobs created or saved.
- 6. Single audit states have requested that OMB develop guidance on conducting single audits of ARRA funds, including new compliance requirements associated with those funds. States also asked OMB to develop guidance on separate identification of ARRA funds so that states could adequately track these funds separate from regular grant funds.



# INVESTMENTS BY AGENCY

Federal agencies receiving Recovery Act funds submit weekly Financial and Activity reports detailing their recovery activities. The below table reflects the latest of these reports featured on Recovery.gov.

AGENCY	Available# \$ (Thousan	Part Out
Department of Education (ED)	\$44,772,426	\$7,585,126
Department of Health and Human Services (HHS)	\$29,814,171	\$21,518,730
Department of Labor (DOL) <sup>1</sup>	\$20,516,829	\$6,570,771
Department of Transportation (DOT)	\$19,005,173	\$369,552
Social Security Administration (SSA)	\$13,031,986	\$13,015,975
Department of Energy (DOE)	\$5,809,167	\$140,911
Department of Housing and Urban Development (HUD)	\$5,186,408	\$708,799
Environmental Protection Agency (EPA)	\$4,407,747	\$12,760
Department of Agriculture (USDA)	\$3,233,803	\$2,153,378
Department of Justice (DOJ)	\$1,726,744	\$364,936
Department of Defense (DOD)	\$965,770	\$8,098
Department of Treasury (TREAS)	\$777,898	\$10,563
General Services Administration (GSA)	\$546,688	\$2,801
Department of Commerce (DOC)	\$542,228	\$241,077
Department of Homeland Security (DHS)	\$526,278	\$19,120
National Science Foundation (NSF)	\$517,339	\$0
US Army Corps of Engineers (USACE)	\$378,457	\$42,876
Railroad Retirement Board (RRB)	\$129,075	\$129,017
Corporation for National and Community Service (CNCS)	\$118,067	\$1,384
Small Business Administration (SBA)*	\$109,733	\$23,170
Department of the Interior (DOI)	\$93,292	\$3,011
Federal Communications Commission (FCC)	\$63,225	\$1,773
Department of Veterans Affairs (VA)	\$35,144	\$1,721
Department of State (DOS)	\$28,511	\$6,290
National Endowment for the Arts (NEA)	\$19,842	\$69
Smithsonian Institution (SI)	\$17,505	\$488
National Aeronautics and Space Administration (NASA)	\$5,716	\$0
Agency for International Development (USAID)	\$5,312	\$109
Total <sup>†</sup>	\$152,384,534	\$52,932,508

<sup>&</sup>lt;sup>4</sup>Effective May 21, a Department of Labor accounting adjustment was made to reflect an \$8.9 billion dollar reduction from the previously reported outlays (i.e.; paid out).

Total excludes approved loan amounts for Guaranteed Loan Financing.

<sup>†</sup>Totals may not add up because of rounding.

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# INVESTMENTS BY STATE

The below table reflects information provided in Table 2 of GAO's April 23, 2009 Recovery Act report (GAO-09-580) concerning allocation of the top 3 funded programs by states and the District of Columbia.

			States Fiscal Stabilization Fund
TAE		T. Carrier	
Arizona	\$534,576	\$521,958	\$681,360
California	\$3,331,167	\$2,569,568	\$3,993,379
Colorado	\$226,959	\$403,924	\$509,363
District of Columbia	\$87,831	\$123,508	\$59,883
Florida	\$1,394,945	\$1,346,735	\$1,809,196
Georgia	\$521,251	\$931,586	\$1,032,684
Illinois	\$992,042	\$935,593	\$1,376,965
Iowa	\$136,023	\$358,162	\$316,467
Massachusetts	\$1,182,968	\$437,865	\$666,153
Michigan	\$700,522	\$847,205	\$1,066,733
Mississippi	\$225,471	\$354,564	\$321,131
New Jersey	\$549,847	\$651,774	\$891,424
New York	\$3,143,641	\$1,120,685	\$2,021,924
North Carolina	\$657,111	\$735,527	\$951,704
Ohio	\$760,647	\$935,677	\$1,198,882
Pennsylvania	\$1,043,920	\$1,026,429	\$1,276,766
Texas	\$1,448,824	\$2,250,015	\$2,662,203
Total Case Study	\$16,937,745	\$15,550,776	\$20,836,218
Percent of National Total	70	58	64
National Total	\$24,233,145	\$26,660,000	\$32,552,620
Notifications as of	April 3, 2009	March 2, 2009	April 2, 2009

#### Chapter

### THE COMMONWEALTH OF MASSACHUSETTS

#### In the Year Two Thousand and Nine

AN ACT MOBILIZING ECONOMIC RECOVERY IN THE COMMONWEALTH.

Whereas, The deferred operation of this act would tend to defeat its purpose, which is forthwith to infuse the state economy with available federal funds, create jobs and provide economic relief to the people of the Commonwealth of Massachusetts in the present fiscal emergency, therefore it is hereby declared to be an emergency law, necessary for the immediate preservation of the public convenience.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Section 30 of chapter 151A of the General Laws, as appearing in the 2006 Official Edition, is hereby amended by striking out, in line 32, the word "eighteen" and inserting in place thereof the following figure:26.

SECTION 2. Said section 30 of said chapter 151A, as so appearing, is hereby further amended by striking out, in lines 43 to 45, inclusive, the words "because of the individual's need to address the physical, psychological and legal effects of domestic violence; provided that" and inserting in place thereof the following words:-; provided, however, that such circumstances shall include an individual's need to address the physical, psychological and legal effects of domestic violence, as well as any period in which economic circumstances permit the provision of extended benefits or any other emergency benefits funded in whole or in part by the federal government; provided, further, that

SECTION 3. Said section 30 of said chapter 151A, as so appearing, is hereby further amended by inserting after the word "claim", in line 64, the following words:- unless the period is tolled by regulation.

SECTION 4. Notwithstanding section 38C of chapter 7 of the General Laws, contracts for design services which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009 shall be exempt from the jurisdiction of the designer selection board if the design fee under the contract is less than \$25,000, if the estimated construction cost of the project for which the design services are required is less than \$250,000 or if the contract is otherwise exempt under said section 38C of said chapter 7.

SECTION 5. Notwithstanding section 38D of chapter 7 of the General Laws, each contract for designer services for a project which is funded in whole or in part by the American Recovery and Reinvestment Act of 2009 and which is subject to the jurisdiction of the designer selection board shall be publicly advertised by the board either: (i) within the COMPASS system, not less than 2 weeks before the deadline for filing applications, and in the central register established under section 20A of chapter 9, not less than 2 weeks before the deadline for filing applications; or (ii) if the contract is not advertised within the COMPASS system, the contract shall be publicly advertised in the central register at least 2 weeks before this deadline. Every contract for design services for a project which is funded in whole or in part by the American Recovery and Reinvestment Act of 2009 and subject to section 38K of said chapter 7 shall be publicly advertised under this section.

SECTION 6. Subsection (d) of section 38F of chapter 7 of the General Laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009. For those projects, the designer selection board may delegate its powers and duties under subparagraph (b) of section 38D of said chapter 7, paragraphs (c) and (d) of section 38E of said chapter 7, and subsections (a) and (b) of sections 38G, and subsections 18H and 38I of said chapter 7 to panels of less than all the board members. A panel of at least 6 members shall be required for selection of designers under this section, 4 of whom shall be architects or engineers; provided, however, that there shall be at least 1 architect and 1 engineer on the panel.

SECTION 7. Notwithstanding section 38H of chapter 7 of the General Laws, for contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009, the certification required by clause (iv) of subsection (e) of said section 38H of said chapter 7 shall only apply to contracts which exceed \$25,000 or which are for the design of a building for which the budgeted or estimated construction costs exceed \$250,000.

SECTION 8. Notwithstanding section 38K of chapter 7, a contract for design services which is funded in whole or in part by the American Recovery and Reinvestment Act of 2009 and which would otherwise be subject to the requirements of said section 38K of said chapter 7 shall not be subject to those requirements unless the project at issue is estimated to exceed \$250,000.

SECTION 9. Notwithstanding section 40B of chapter 7 of the General Laws, for projects which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009, the commissioner of capital asset management and maintenance may, upon request of a state agency or building authority, delegate project control and supervision to that state agency or building

authority over projects involving structural or mechanical work in which the estimated cost is less than \$2,000,000 if the commissioner determines that the agency or authority has the ability to control and supervise such project. Except as otherwise provided in said section 40B of said chapter 7, any state agency or building authority shall control and supervise its own building projects when the estimated cost of such project is less than \$250,000 or if the project does not involve structural or mechanical work.

SECTION 10. The second and third paragraphs of section 7K of chapter 29 of the General Laws shall not apply to projects which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, however, that this section shall apply.

No provider of design services for any building project for which a state agency is the using agency shall be selected by the designer selection board or by the administering agency in accordance with sections 38A% to 38N, inclusive, of chapter 7 of the General Laws, and no design services shall be performed for or by such administering agency for any building project for which the satisfactory completion of a study program is required before the design or construction of that project, until: (a) the study, program or, where appropriate, both have been satisfactorily completed to such extent that contract for final design may be awarded in the discretion of the commissioner of capital asset management and maintenance; (b) the using agency certifies in writing to the commissioner of capital asset management and maintenance that the study, program or, where appropriate, both correspond to the current needs of that agency, including its current long-term capital facilities development plan; and (c) the commissioner requests that 1 or more of the directors of the office of programming, office of project management or office of facilities management review the study or program or, where appropriate, both and the directors certify in writing to the commissioner that the study, program or, where appropriate, both reflect the using agency's needs as stated, that they provide an accurate estimate of the project requirements, cost and schedule, that the project can be accomplished within the appropriation or authorization for that project, and recommends proceeding with design, construction or, where appropriate, both.

This section shall not apply to maintenance or repair projects, as defined by section 39A of chapter 7 of the General Laws, estimated to cost less than \$250,000, if the executive head of the agency administering the project certifies in writing that the design work is or shall be such as to specify a project that can be accomplished and that there are funds available to pay for the design services.

SECTION 11. Section 26A of chapter 29 of the General Laws shall not apply to maintenance or repair projects, as defined by section 39A of chapter 7 of the General Laws, which are funded in whole or in part in the American Recovery and Reinvestment Act of 2009 and are estimated to cost less than \$250,000, if the executive head of the agency administering the project certifies in writing that the design work is or shall be such as to specify a project that can be accomplished, and that there are funds available to pay for the design services.

SECTION 12. Notwithstanding any general or special law to the contrary, the Water Pollution Abatement Trust established in section 2 of chapter 29C of the General Laws may establish such terms and conditions for any loan or other form of financial assistance made under said chapter 29C that is funded in whole or in part by amounts provided under the American Recovery and Reinvestment Act of 2009 as the board of trustees of the trust shall determine to be in the best interests of the commonwealth and as required to comply with federal law including, without limitation, the interest rate, repayment period, number of payments to be made and amount of principal to be repaid on such loan or other form of financial assistance.

SECTION 13. Notwithstanding any general or special law to the contrary, the Water Pollution Abatement Trust established in section 2 of chapter 29C of the General Laws may transfer amounts held in the Drinking Water Revolving Fund to the Water Pollution Abatement Revolving Fund for application by the trust to the purposes specified in section 5 of said chapter 29C, and may transfer amounts held in the Water Pollution Abatement Revolving Fund to the Drinking Water Revolving Fund for application by the trust to the purposes specified in section 18 of said chapter 29C, in each case to the extent authorized by the federal Clean Water Act and the federal Safe Drinking Water Act.

SECTION 14. For contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009, section 39M of chapter 30 of the General Laws shall only apply if the contract is estimated to cost more than \$50,000 but not more than \$100,000.

SECTION 15. Notwithstanding the first sentence of subsection (a) of section 39M of chapter 30 of the General Laws, a transportation or public works project subject to award under said section 39M of said chapter 30 by a department, agency or authority of the commonwealth that is funded in whole or in part through the American Recovery and Reinvestment Act of 2009 and that is expected to interfere with the movement of traffic or the traveling public may, in the discretion of the awarding authority, be procured through a bidding method that awards the project to the responsible and eligible bidder

with the lowest bid value after taking into account the amount of time that the bidder has identified in the bid for completion of the project, hereinafter referred to as cost-plus-time bidding; provided, however, that such awarding authority may reject any bid if it is in the public interest to do so.

In utilizing a cost-plus-time bidding procurement method, the awarding authority shall use a cost parameter A and a time parameter B to determine a bid value. The cost parameter A shall be the traditional bid for the contract items and shall be the dollar amount for the work to be performed under the contract. The time parameter B shall be the total number of calendar days required to complete the project, as estimated by the bidder, multiplied by an agency-determined daily road user cost hereinafter referred to as RUC to translate time into dollars. The total bid value, which shall be clearly detailed in the bid documents, shall equal the A + B (RUC). The total bid value shall be used only to evaluate bids. The winning bid, which shall be calculated at a public bid opening at a time and location designated in the pid documents, shall be the lowest bid value submitted by a responsible and eligible bidder. The contract amount for payment purposes shall be based on the bid price A, not the total bid value. The number of days bid B shall pecome the contract time. For purposes of this section, "responsible and eligible bidder" shall be defined pursuant to the criteria in subsection (c) of said section 39M of said chapter 30; provided, however, that the reference o "lowest" in said subsection (c) of said section 39M of said chapter 30 shall mean "lowest bid value" as provided in this section.

The provisions of the General Laws generally applicable to public works projects including, but not limited to, sections 26, 27, 27A, 27B, 27C, 27D, 27F and 34A of chapter 149 of the General Laws and sections 39F, 39G, 39H, 39J, 39K, 39M except the first sentence of subsection (a), 39N, 39O, 39P and 39R of said chapter 30 shall apply to all public works projects using the cost-plus-time bidding procurement method provided in this section.

SECTION 16. Notwithstanding section 29 of chapter 149 of the General Laws, contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009 shall only be subject to the requirements of said section 29 of said chapter 149 if the amount of the contract is more than \$25,000.

SECTION 17. (a) Subsection (2) of section 44A of chapter 149 of the deneral Laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, however, that this section shall apply.

- (b) A contract for the construction, reconstruction, installation, demolition, maintenance or repair of any building by a public agency estimated to cost less than \$10,000 and where the overall project is also estimated to cost less than \$10,000 shall be obtained through the exercise of sound business practices. The public agency shall make and keep a record of each such contract solicitation. At a minimum, the record shall include a written description of how the services were procured and the name and address of the person from whom the services were procured. Written price quotations submitted in accordance with this subsection shall not require certificates of eligibility, update statements or bid deposits. In no event shall public agencies solicit price quotations from persons if to do so would violate chapter 268A of the General Laws.
- (c) A contract for the construction, reconstruction, installation, demolition, maintenance or repair of any building by a public agency estimated to cost not less than \$10,000, but not more than \$50,000 and where the overall project is also estimated to cost not more than \$50,000, shall be awarded to the responsible person offering to perform the contract at the lowest price quotation; provided, however, that the public agency shall seek written price quotations from at least 3 persons customarily providing the work for which the contract is being made available. When seeking written quotations, the public agency shall make and keep a record of the names and addresses of all persons from whom price quotations were sought, the names of the persons submitting price quotations and the date and amount of each price quotation. Written price quotations submitted in accordance with this subsection shall not require certificates of eligibility, update statements or bid deposits. In no event shall public agencies solicit price quotations from persons if to do so would violate chapter 268A of the General Laws.
- (d) A contract for the construction, reconstruction, installation, demolition, maintenance or repair of any building by a public agency estimated to cost more than \$50,000 but not more than \$100,000, except for a pumping station to be constructed as an integral part of a sewer construction or water construction project bid under section 39M of chapter 30 of the General Laws, shall be awarded to the lowest responsible and eligible bidder on the basis of competitive bids publicly opened and read in accordance with the procedure set forth in said section 39M of said chapter 30. As used in this section, the pumping station" shall mean a building or other structure which houses only pumps and appurtenant electrical and plumbing fixtures.
- (e) A contract for the construction, reconstruction, installation, lemolition, maintenance or repair of any building by a public agency estimated o cost more than \$100,000, except for a pumping station to be constructed as

an integral part of a sewer construction or water construction project bid under section 39M of chapter 30 of the General Laws, shall be awarded to the lowest responsible and eligible general bidder on the basis of competitive bids in accordance with the procedure set forth in sections 44A to 44H, inclusive of chapter 149 of the General Laws.

- (f) When the general court has approved the use of an alternative mode of procurement of construction for a project under section 7E of chapter 29 of the General Laws, the awarding authority responsible for procuring construction services for the project shall follow the policies and procedures of this section and of sections 44B to 44H, inclusive of chapter 149 of the General Laws, to the extent compatible with the mode of construction procurement selected.
- (g) Notwithstanding subsection (f), a public agency may undertake the procurement of modular buildings in accordance with section 44E of chapter 149 of the General Laws. A public agency may procure site work for modular buildings including, but not limited to, construction of foundations, installations and attachment to external utilities, or any portion of site work, either in combination with the procurement of modular buildings pursuant to said section 44E of said chapter 149 or on the basis of competitive bids pursuant to subsection (e). Notwithstanding said subsection (f), a public agency may procure energy management services in accordance with sections 11C or 11I of chapter 25A of the General Laws and regulations promulgated thereunder.

SECTION 18. (a) For contracts subject to the prequalification requirements set forth in section 44D% of chapter 149 of the General Laws which are funded in whole or in part by the American Recovery and Reinvestment act of 2009, an awarding authority shall have the option to use the condensed prequalification process for general contractors described in this section in lieu of the full prequalification process set forth in said section 44D% of said chapter 149. The purpose of the condensed prequalification process shall be to allow awarding authorities an opportunity to expedite the prequalification process provided in section 44D% of said chapter 149 in order to most efficiently meet the specified goals and time parameters set forth in the American Recovery and Investment Act. All of the requirements of the full prequalification process set forth in said section 44D% of said chapter 149 shall be required under the condensed prequalification process unless specifically modified in this section.

(b) Where an awarding authority opts to use the condensed requalification process, the requirements for public notice of the building roject and solicitation of responses to the request for qualifications from

interested general contractors shall include all items set forth in paragraphs (1) to (8), inclusive, of subsection (d) of said section 44D% of said chapter 149 but shall also include the following statements:

- (1) a statement that the project is funded in whole or in part under the American Recovery and Investment Act and shall use the condensed prequalification process; and
- (2) a statement that the evaluation procedure and the criteria for the pregualification of interested general contractors shall include an evaluation of all the criteria set forth in subsection (e) of said section 44D% of said chapter 149 but, in order to avoid duplication and promote the expeditious commencement of projects under the American Recovery and Investment Act and without sacrificing the importance of the prequalification process, for certain evaluation categories and subcategories specifically identified in said subsection (e) of said chapter 44D ½ of said chapter 149, the pregualification committee shall evaluate interested general contractors based on a review of the information contained in the division of capital asset management and maintenance certification files including, but not limited to, the project evaluations required by subsection (7) of section 44D of said chapter 149 and the update statements required by subclause (ii) of clause (4) of said subsection (e) of section 44D% of said chapter 149 to be submitted by interested general contractors. The prequalification committee shall exercise due diligence in checking appropriate references.
- (c) The request for qualifications and evaluation criteria for the condensed prequalification process shall include all criteria set forth in said subsection (e) of said section 44D% of said chapter 149 but shall not include the total or minimum point allocations for the evaluation categories and subcategories designated therein. In addition, in the interest of expediting the prequalification of general contractors for contracts funded in shole or in part under the American Recovery and Investment Act but not sacrificing the prequalification process, where certain of the evaluation subcategories specifically identified in this section require similar eporting by contractors in connection with the certification process set orth in said section 44D of said chapter 149 and the information contained in the required update statements submitted by interested general contractors, an warding authority issuing a request for qualifications under this condensed requalification process shall maintain as part of the project record the ritten certification by the prequalification committee that it has evaluated interested general contractors based on a review of both the information ontained in the certification files including, but not limited to, the roject evaluations required by subsection (7) of said section 44D of said

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chapter 149, and the current update statements submitted by interested general contractors, and that it has exercised due diligence in checking appropriate references.

- (d) Where an awarding authority opts to use the condensed pregualification process, the review of the terminations, legal proceedings, safety record and compliance record provided in subclauses (iv) to (vii) , inclusive, of clause (1) of subsection (e) of said section 44D% of said chapter 149 and the review of credit references and public project record under subclauses (ii) and (iii) of clause (2) of said subsection (e) of said section 44D% of said chapter 149 and the review of audited financial statements under subclause (i) of clause (3) of said subsection (e) of said section 44D% of said chapter 149 shall be satisfied by a requirement that the prequalification committee evaluate both the information contained in the division of capital asset management and maintenance certification files including, but not limited to, the project evaluations required by subsection (7) of section 44D of said chapter 149 and the current update statements submitted by interested general contractors, and by a requirement that the prequalification committee exercise due diligence in checking appropriate references. The prequalification committee shall further be required to bertify in writing that it has met these requirements, and the certification shall be maintained by the awarding authority in the project record.
- (e) Notwithstanding subsection (f) of said section 44D% of said chapter 149, the public notice requirements for the condensed prequalification process shall be for the request for qualifications to be advertised in the central register established by section 20A of chapter 9 of the General Laws and in the COMPASS system for not less than 2 weeks. In addition, these projects shall be advertised on the central website to be established for all projects in the commonwealth funded in whole or in part under the American Recovery and Investment Act and in accordance with any requirements contained in the American Recovery and Investment Act.
- (f) Where an awarding authority opts to use the condensed prequalification process in lieu of the evaluation requirements set forth in subsection (h) of said section 44D% of said chapter 149, the prequalification committee shall evaluate each statement of qualifications based on the criteria provided in the request for qualifications, the information contained in the division of capital asset management and maintenance certification files including, but not limited to, the project evaluations required by subsection (7) of said section 44D of said chapter 149 and the current update statements submitted by interested general contractors. The prequalification committee shall exercise due diligence in checking appropriate references. As

provided in subsection (c), the total and minimum point allocations designated in subsection (e) of said section 44D% of said chapter 149 shall not be included in the request for qualifications and shall not be used in the evaluation of interested general contractors where the condensed prequalification process is utilized. The evaluation of interested general contractors shall be based on the evaluation criteria set forth in this subsection and conducted within the discretion of the prequalification committee; provided, however, that the prequalification committee shall evaluate each interested general contractor on the same fair and equitable basis. A general contractor's score shall be made available to the general contractor upon request. The decision of the prequalification committee shall be final and shall not be subject to appeal except on grounds of arbitrariness, capriciousness, fraud or collusion.

- (g) Where an awarding authority opts to use the condensed prequalification process, in lieu of the requirements for the re-issuance of the request for qualifications set forth in subsection (i) of said section 44D% of said chapter 149, if the awarding authority prequalifies fewer than 3 general contractors to submit bids, the awarding authority may invite general bids under sections 44B to 44E, inclusive, of said chapter 149 or, if the awarding authority prequalifies at least 2 general contractors, then the awarding authority may invite bids from the 2 prequalified general contractors.
- (h) Procedures shall be adopted by the commissioner of capital asset management and maintenance to implement this section and to ensure that the condensed prequalification process is sufficient, fair and consistent.

SECTION 19. (a) Subsection (f) of section 44D% of chapter 149 of the General laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, however, that this section shall apply.

(b) The public notice and solicitation required in subsection (d) of said section 44D% of said chapter 149 shall be advertised in the central register pursuant to section 20A of chapter 9 of the General Laws and within the COMPASS system. The public notice and solicitation shall be given within the COMPASS system and the central register not less than 2 weeks before the deadline for submitting responses to the request for qualifications.

SECTION 20. (a) For contracts subject to the prequalification requirements set forth in section 44D% of chapter 149 of the General Laws which are funded in whole or in part by the American Recovery and Reinvestment act of 2009, an awarding authority shall have the option to use the condensed prequalification process for subcontractors described in this section in lieu

of the full prequalification process set forth in said section 44D% of said chapter 149. The purpose of the condensed prequalification process shall be to allow awarding authorities an opportunity to expedite the prequalification process provided in said section 44D% of said chapter 149 in order to most efficiently meet the specified goals and time parameters set forth in the federal act. All of the requirements of the full prequalification process set forth in said section 44D% of said chapter 149 shall be required under the condensed prequalification process unless specifically modified in this section.

- (b) Where an awarding authority opts to use the condensed prequalification process, the requirements for public notice of the building project and solicitation of responses to the request for qualifications from interested subcontractors shall include all items set forth in paragraphs (1) to (8), inclusive, of subsection (d) of said section 44D% of said chapter 149 but shall also include the following statements:
- (1) a statement that the project is funded in whole or in part under the American Recovery and Investment Act and shall use the condensed prequalification process; and
- (2) a statement that the evaluation procedure and the criteria for the prequalification of interested subcontractors shall include an evaluation of all the criteria set forth in subsection (e) of said section 44D % of said chapter 149 but, in order to avoid duplication and promote the expeditious commencement of projects under the federal act and without sacrificing the importance of the prequalification process, for certain evaluation categories and subcategories specifically identified in said subsection (e) of said section 44D% of said chapter 149, the prequalification committee shall evaluate interested subcontractors based on a review of the information contained both in the division of capital asset management and maintenance certification files including, but not limited to, the project evaluations required by subsection (7) of section 44D of said chapter 149 and the update statements required by paragraph (e) herein to be submitted by interested subcontractors. The prequalification committee shall exercise due diligence in checking appropriate references.
- (c) The request for qualifications and evaluation criteria for the condensed prequalification process shall include all criteria set forth in subsection (e) of said section 44D% of said chapter 149 but shall not include the total or minimum point allocations for the evaluation categories and subcategories designated therein. In addition, in the interest of expediting the pregualification of subcontractors for contracts funded in whole or in part under the American Recovery and Investment Act of 2009 but not

sacrificing the prequalification process, where certain of the evaluation subcategories specifically identified in this section require similar reporting by contractors in connection with the certification process set forth in said section 44D of said chapter 149 and the information contained in the required update statements submitted by interested subcontractors, an awarding authority issuing an request for qualifications under this condensed prequalification process shall maintain as part of the project record the written certification by the prequalification committee that it has evaluated interested subcontractors based on a review of both the information contained in the certification files including, but not limited to, the project evaluations required by subsection (16) of said section 44D of said chapter 149, and the current update statements submitted by interested subcontractors, and that it has exercised due diligence in checking appropriate references.

- (d) Where an awarding authority opts to use the condensed prequalification process, the review of the terminations, legal proceedings and safety record provided in subclauses (iv) to (vi), inclusive, of clause (1) of subsection (e) of said section 44D% of said chapter 149, and the review of credit references and public project record under subclauses (ii) and (iii) of clause (2) of said subsection (e) of said section 44D% of said chapter 149 and the review of annual revenue under subclause (i) of clause (3) of said subsection (e) of said section 44D% of said chapter 149 shall be satisfied by requirement that the prequalification committee evaluate both the information contained in the division of capital asset management and maintenance certification files, including but not limited to the project valuations required by said subsection (16) of said section 44D of said chapter 149 and the current update statements submitted by interested subcontractors, and by a requirement that the prequalification committee exercise due diligence in checking appropriate references. requalification committee shall further be required to certify in writing that it has met these requirements, and the certification shall be maintained y the awarding authority in the project record.
- (e) Where an awarding authority opts to use the condensed prequalification process, the mandatory requirements for the solicitation and submission of a commitment letter for payment and performance bonds at 100 per cent of the estimated contract value from a surety company licensed to do business in the commonwealth and whose name appears on United States Treasury pepartment Circular 570 shall be as set forth in clause (4) of said subsection e) of said section 44D% of said chapter 149. In addition, it shall be annualtory for the awarding authority to solicit in the request for realifications, and an interested subcontractor to submit with its statement

of qualifications, a certificate of eligibility for the subcontractor trade for which it is seeking to be prequalified, issued by the division of capital asset management and maintenance under said section 44D of said chapter 149.

- (f) Notwithstanding subsection (f) of said section 44D% of said chapter 149, the public notice requirements for the condensed prequalification process shall be for the request for qualifications to be advertised on the central register established pursuant to section 20A of chapter 9 and in the COMPASS system for not less than 2 weeks. In addition, these projects shall be advertised in the central website to be established for all projects in the commonwealth funded in whole or in part under the American Recovery and Investment Act and in accordance with any requirements contained in the American Recovery and Investment Act.
- (g) Where an awarding authority opts to use the condensed prequalification process in lieu of the evaluation requirements set forth in subsection (h) of said section 44D% of said chapter 149, the prequalification committee shall evaluate each statement of qualifications based on the criteria provided in the request for qualifications, the information contained in the division of capital asset management and maintenance certification files including, but not limited, to the project evaluations required by subsection (16) of said section 44D of said chapter 149 and the current update statement submitted by interested subcontractors. The prequalification committee shall exercise due diligence in checking appropriate references. As provided in subsection (c) the total and minimum point allocations designated n subsection (e) of said section 44D% shall not be included in the request for qualifications and shall not be used in the evaluation of interested subcontractors where the condensed prequalification process is utilized. The evaluations of interested subcontractors shall be based on the evaluation riteria set forth in this subsection and conducted within the discretion of he prequalification committee; provided, however, that the prequalification committee shall evaluate each interested subcontractor on the same fair and quitable basis. A subcontractor's score shall be made available to the subcontractor upon request. The decision of the prequalification committee hall be final and shall not be subject to appeal except on grounds of rbitrariness, capriciousness, fraud or collusion.
- (h) Where an awarding authority opts to use the condensed requalification process in lieu of the requirements for the re-issuance of he request for qualifications set forth in subsection (i) of said section 4D% of said chapter 149, if the awarding authority prequalifies fewer than 3 ubcontractors to submit bids, the awarding authority may invite general bids nder sections 44B to 44E, inclusive, of said chapter 149 or, if the awarding

authority prequalifies at least 2 subcontractors, then the awarding authority
may invite bids from the 2 prequalified subcontractors.

(i) Procedures shall be adopted by the commissioner of capital asset management and maintenance to implement this section and to ensure that the condensed prequalification process set forth in this section is sufficient, fair and consistent.

SECTION 21. (a) Subsection (f) of section 44D% of chapter 149 of the General Laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, however, that his section shall apply.

(b) The public notice and solicitation required in subsection (d) of said section 44D % of said chapter 149 shall be advertised in the central register under section 20A of chapter 9 of the General Laws and within the COMPASS system. The public notice and solicitation shall be given within the COMPASS system and the central register not less than 2 weeks before the deadline for submitting responses to the request for qualifications.

SECTION 22. (a) Paragraph (a) of subsection 4 of section 44F of chapter 149 of the General Laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, nowever, that this section shall apply.

- (b) In inviting general bids and sub-bids, the awarding authority shall reserve the right to reject any bid if it is in the public interest to do so. In inviting sub-bids in connection with a contract, the awarding authority shall reserve the right to reject any sub-bid on any subtrade if it determines that the sub-bidder is not a person competent to perform the work as specified or if less than 3 sub-bids were received, which are not restricted to the use of 1 or more general bidders and the prices are not reasonable for acceptance without further competition.
- (c) If no sub-bid is filed for a subtrade designated in the general bid form or if the only sub-bids which are filed are restricted to the use of 1 or more general bidders, the awarding authority may state, in an addendum issued with the list of sub-bidders required by subsection (d), that the general bidder shall include in the cost of his own work an amount to cover all of the work required for any such subtrade. The general contractor shall cause the work covered by the subtrade to be done by a qualified and responsible subcontractor, subject to the written approval of the awarding authority. If the awarding authority determines that a subcontractor chosen by the general contractor under this section is not qualified or responsible, the general contractor shall obtain another subcontractor who is satisfactory to the awarding authority with no adjustment in the general contractor's price.

(d) If a rejection of all sub-bids for such a subtrade occurs under this section, the awarding authority shall state, in an addendum issued with the list of sub-bidders, the amount to be included by a general bidder on the general bid form for such subtrade and, without in any way affecting other sub-bidders in other subtrades who have conformed to the prescribed bidding procedure, new sub-bids for such subtrade shall be requested by written invitation to 3 or more qualified sub-bidders, including any that had previously submitted bids, and the sub-bids shall be publicly opened and read by the awarding authority at a time and place to be specified in the invitation. The general contractor shall cause the work covered by the subtrade to be done by the lowest responsible and eligible sub-bidder against whose standing and ability the general contractor makes no objection or, if there is no sub-bidder, by the subcontractor against whose standing and ability the general contractor and awarding authority make no objection and for a sum upon which the general contractor and the awarding authority may agree. The contract price shall be adjusted by the difference between the subcontract sum and the amount stated in the addendum. The general bidder shall include in the cost of his own work on the general bid form all expenses and profits on account of such adjustments.

(e) If after new sub-bids for a subtrade are requested by written invitation under subsection (d) the awarding authority still does not receive any sub-bids that are unrestricted to the use of 1 or more general bidders and are reasonable for acceptance based upon the estimated cost for the work of that subtrade, the awarding authority may assign the work to the general contractor if the awarding authority first confirms that its estimate for the cost of the work of that subtrade is accurate. The general contractor shall cause the work covered by the subtrade to be done by the subcontractor against whose standing and ability the general contractor and awarding authority make no objection, and for a sum upon which the general contractor and the awarding authority shall agree. The contract price shall be adjusted by the difference between the sub-contract sum and the amount stated in the addendum. The general bidder shall include in the cost of his own work on the general bid form all expenses and profits on account of such adjustments.

SECTION 23. (a) Subsection (1) of section 44J of chapter 149 of the Seneral Laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, however, that this section shall apply.

(b) No public agency or authority of the commonwealth or any political subdivision thereof shall award any contract for which competitive bids are required under section 44A of said chapter 149 or section 39M of chapter 30 of

the General Laws or for which competitive proposals are required under subsection (4) of section 44E of said chapter 149 or section 11C of chapter 25A of the General Laws unless a notice inviting bids or proposals therefor shall have been posted not less than 1 week before the time specified in the notice for the receipt of the bids or proposals in a conspicuous place in or near the offices of the awarding authority and shall have remained posted until the time so specified, and unless the notice shall also have been advertised either within the COMPASS system and in the central register published by the state secretary under section 20A of chapter 9 of the General Laws not less than 2 weeks before the time specified for the receipt of the bids or proposals, or if the notice is not advertised within the COMPASS system, the notice shall be advertised in the central register at least 2 weeks before the time specified. The notice shall also be published at such other times and in such other newspapers or trade periodicals as the commissioner of capital asset management and maintenance may require, having regard to the locality of the work involved.

SECTION 24. (a) Subsection (e) of section 5 of chapter 149A of the General Laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, however, that this section shall apply.

(b) The public notice and solicitation required in subsection (c) of said section 5 of said chapter 149A shall be advertised in the central register under section 20A of chapter 9 of the General Laws and within the COMPASS system not less than 2 weeks before the deadline for submitting responses to the request for qualifications.

SECTION 25. (a) Notwithstanding section 5 of chapter 149A of the General Laws, for contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009, the procedure in this section shall apply.

(b) (1) The division of capital asset management and maintenance shall annually undertake a prequalification process set forth in this section to provide a standing list of prequalified construction management at-risk firms to be used by the division in requesting proposals pursuant to subsection (c) for construction management at risk services for specific projects to be determined at a later date. Public awarding authorities other than the division shall have the option to use the standing list and related procedures upon application to, and approval by, the inspector general. A contract between a construction management at-risk firm and the division or other public awarding authority shall be secured by a performance and payment bond in the full sum of the guaranteed maximum price by a surety company licensed

to do business in the commonwealth and whose name appears on the United States Treasury Department Circular 570.

- (2) Firms included on the division's standing list of prequalified construction management at-risk firms shall be prequalified for a period of 1 year from the date of issuance of the standing list by the division. Upon issuance of the standing list, the division shall publish the standing list of prequalified construction manager at-risk firms in the central register, the COMPASS system and the division's website. The division shall re-advertise and solicit applications quarterly through the request for qualifications process provided for in this section to keep the statewide standing list current.
- (3) Before issuing a request for qualifications, in this section hereinafter referred to as the RFQ, the division shall establish a prequalification committee for the purpose of reviewing and evaluating responses submitted to the RFQ issued pursuant to paragraph (4). The prequalification committee shall be comprised of at least 1 registered architect or 1 registered professional engineer on the division's staff who has at least 5 years experience in the construction and supervision of construction of buildings or, if not registered as an architect or professional engineer, who has at least 7 years experience in the construction and supervision of construction of buildings and at least 2 other representatives from the division as designated by the commissioner.
- (4) The selection process for the annual prequalification of the division's standing list of construction manager at-risk firms shall begin once the division gives public notice of the solicitation and requests responses to an RFQ from construction management at-risk firms. The public notice and RFQ shall include: (i) a statement indicating that the RFQ is not for a specific project, but will be used to prequalify construction management at-risk firms for inclusion on the division's annual standing list and that only those construction manager at-risk firms included on the standing list shall be invited to submit proposals in response to requests for proposals issued pursuant to subsection (c); (ii) the time and date for receipt of responses to the RFQ, the address of the office to which the responses are to be delivered and the timeframe in which the public agency shall respond to the responses; (iii) a description of the experience that will be required for construction manager at-risk firms to be included on the division's standing list, which shall include a minimum of 3 public or private construction manager at-risk projects during the past 10 years; (iv) the evaluation procedure and criteria under paragraph (7), including any rating system; (v) a general description of the scope of services that would be expected of a

prequalified construction manager firm during the predesign, preconstruction and construction phases of a construction manager at-risk project; (vi) the anticipated schedule for the selection process of construction manager at-risk firms to be included on the division's standing list; and (vii) a prohibition against any unauthorized communication or contact with the public agency outside of official preproposal meetings.

- (5) The division shall require interested construction management atrisk firms to submit a statement of qualifications in response to the RFO issued pursuant to paragraph (4). The statement of qualifications shall include, at a minimum, the following: (i) a cover letter or executive summary detailing the key elements and factors that differentiate the firm from other responders; (ii) completion of a qualifications application similar in form to the American Institute of Architects Document A305, 1986 edition, listing general business information and financial capacity; (iii) a list of lawsuits and arbitrations to which the firm is a party in regard to construction contracts within the last 3 years, including a list of all convictions or fines for violations of state or federal law; (iv) submission of an organization chart with specific information on key project personnel or consultants; (v) submission of an audited financial statement for the most recent fiscal year and a letter from the surety company of the firm confirming the ability to provide performance and payment bonds for the building project under consideration, but the financial information submitted shall remain confidential and shall be exempt from chapter 66 of the General Laws; (vi) submission of information on the firm's safety record, including its workers' compensation experience modifier for the prior 3 years; (vii) submission of information on and evidence of the firm's compliance record with respect to minority business enterprise and women business enterprise inclusion goals and workforce inclusion goals, if applicable; (viii) submission of information regarding the firm's experience on construction manager at-risk projects, including references from the owners and architects of the building projects; (ix) submission of information on any projects where the firm was terminated, failed to complete the work or paid liquidated damages; (x) a certificate of eligibility issued by the division pursuant to section 44D of chapter 149 of the General Laws showing the construction manager at-risk firm's capacity rating and an update statement; and (xi) any other relevant information that the division determines desirable. The statement of qualifications shall be signed under pains and penalties of perjury.
- (6) The public notice and solicitation required in paragraph (4) shall be advertised in the central register pursuant to section 20A of chapter 9 of

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the General Laws, and within the COMPASS system not less than 2 weeks before the deadline for submitting responses to the RFQ.

- (7) Upon receipt of the statement of qualifications submitted by construction management at-risk firms, the prequalification committee established pursuant to paragraph (3) shall evaluate each statement of qualifications using the criteria provided in the RFQ. Only construction management at risk firms achieving an acceptable rating as provided in clause (iv) of paragraph (4) will be selected for inclusion on the standing list.
- (c) (1) Before issuing an RPP, the division or other public awarding authority authorized under subsection (b) shall establish a selection committee for the purpose of reviewing and evaluating responses submitted to the RFP issued pursuant to paragraph (2) of this subsection. The selection committee shall be comprised of 1 representative of the designer, the owner's project manager and at least 2 representatives of the division or other public awarding authority authorized under said subsection (b).
- (2) The division or any other public awarding authority authorized in subsection (b), shall issue an RFP to all construction management at-risk firms that have been prequalified by the division in accordance with said subsection (b) and who have a division certificate of eligibility indicating sufficient single project and aggregate limits for the project. RFPs issued under this section shall follow the procedure set forth in subsections (b) to (e), inclusive, of section 6 of chapter 149A of the General Laws.

SECTION 26. Notwithstanding section 7 of chapter 149A of the General Laws, under special circumstances, when unique project requirements and circumstances warrant, public agencies may include an additional incentive clause with the contract providing for payment of an increased incentive of up to an additional % of 1 per cent; provided, however, that even under special circumstances, the total incentive payments to the construction management atrisk firm shall not exceed 1 and % per cent of the estimated construction cost; provided, further, that the only contracts eligible for such additional incentive payments shall be contracts that are funded in whole or in part through the American Recovery and Reinvestment Act of 2009.

SECTION 27. (a) Subsection (d) of section 8 of chapter 149A of the Seneral Laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, however, that this section shall apply.

(b) The public notice and solicitation required in subsection (c) of said section 8 of said chapter 149A shall be advertised in the central register under section 20A of chapter 9 of the General Laws and within the

COMPASS system not less than 2 weeks before the deadline for submitting responses to the request for qualifications.

SECTION 28. (a) Subsection (b) of section 17 of chapter 149A of the General Laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, however, that this section shall apply.

(b) The public notice and solicitation required in subsection (a) of said section 17 of said chapter 149 shall be advertised either within the COMPASS system and in the central register established pursuant to section 20A of chapter 9 of the General Laws not less than 2 weeks before the deadline for submitting the letters of interest or, if the public notice and solicitation are not given within the COMPASS system, the public notice and solicitation shall be advertised in the central register not less than 2 weeks before the deadline for submitting the letters of interest.

SECTION 29. Notwithstanding section 53A of chapter 151A of the General Laws, moneys credited with respect to the special transfer made pursuant to section 903(g) of the Social Security Act shall be used solely for the purposes specified in said section 903(g) and shall not be subject to appropriation.

SECTION 30. Notwithstanding any general or special law to the contrary, for the purpose of accommodating timing discrepancies between the receipt of revenues and related expenditures, a department may receive funds from the federal government related to the American Recovery and Reinvestment Act of 2009. The comptroller may authorize encumbrances and expenditures by a department in anticipation of the department's receipt of those funds; provided, however, that the department head shall certify that accounts will not be in deficit at the end of a fiscal year. The comptroller may establish accounts based on the provisions of section 6B of chapter 29 of the General Laws.

SECTION 31. Notwithstanding any general or special law to the contrary, should a matching funds requirement exist with respect to the receipt of any funds from the federal government related to the American Recovery and Reinvestment Act of 2009, the department that is applying for such funds shall notify the secretary of administration and finance of the matching fund requirement. The secretary shall direct the state comptroller to establish matching accounts and to allow expenditure of funds in the accounts without further appropriation. The secretary shall also notify the joint committee on veterans and federal affairs and the house and senate committees on ways and means of such action. The accounts shall be established in the General rederal Grants Fund established in section 2C of chapter 29 of the General

Laws, the Federal Highway Construction Program Fund established in section 2E of said chapter 29 or any other fund as the state comptroller deems necessary to fulfill the terms and conditions of the American Recovery and Reinvestment Act of 2009.

SECTION 32. Notwithstanding any general or special law to the contrary, the secretary of administration and finance may authorize accounts to receive federal funds from the American Recovery and Reinvestment Act of 2009. To the extent allowed by federal law, the secretary may transfer such funds to other central service agencies charged with implementation of the American Recovery and Reinvestment Act of 2009 and incur expenditures for charges related to the administrative costs of the American Recovery and Reinvestment Act of 2009 and to ensure that the commonwealth meets the efficient administration and statewide accountability requirements in the American Recovery and Reinvestment Act of 2009. Notwithstanding any general or special law to the contrary, for the purpose of accommodating timing discrepancies between the receipt of revenues and related expenditures, the secretary may incur expenses and the state comptroller shall certify for payments amounts not to exceed the lesser of % of the authorization or the most recent revenue estimate therefor or as otherwise authorized by the secretary. The accounts may receive federal funds recovered from the American Recovery and Reinvestment Act of 2009 in accordance with section 6B of chapter 29 of the General Laws or any other general or special law. The recoveries shall be based on rates approved in accordance with the federal Office of Management and Budget circular A-87 or any other guidance issued by the office of management and budget applicable to federal funds provided under the American Recovery and Reinvestment Act of 2009.

SECTION 33. (a) Notwithstanding any general or special law to the contrary, the following requirements shall apply to any public works project funded by the American Recovery and Reinvestment Act of 2009 where the amount of construction costs under any contract awarded is likely to exceed \$1,000,000. For the purposes of this section, "public works" shall mean building or work the construction of which is carried on by authority of the commonwealth, or by a county, town, authority or district, or with funds of a federal agency or the commonwealth or a county, city, town, authority or district to serve the interest of the general public, regardless of whether title thereof is in the commonwealth or in a county, city, town, authority or district; provided, however, that for the purposes of this definition, construction" shall have the meaning provided in section 27D of chapter 149 of the General Laws.

- (b) For any public works project subject to subsection (a), the specifications set forth in any request for responses shall include a requirement that, on a per project basis, not less than 20 per cent of the total hours of employees receiving an hourly wage who are directly employed on the site of the project, employed by the contractor or a subcontractor and subject to the prevailing wage, shall be performed by apprentices in bona fide apprentice training programs as provided in sections 11H and 11I of chapter 23 of the General Laws which are approved by the division of apprentice training in the executive office of labor and workforce development.
- (c) During the performance of a public works project subject to subsections (a) and (b), the contractor shall submit periodic reports to the awarding authority with records indicating the total hours worked by all journeymen and apprentices in positions subject to the apprentice requirement. In any instance in which the apprentice hours do not constitute 5 per cent of the total hours of employees subject to the apprentice requirement, the contractor shall submit a plan to the awarding authority describing how the contractor shall comply with the apprentice requirement.
- (d) The attorney general shall have all the necessary powers to require compliance with the requirements of subsections (a), (b) and (c) therewith, including the power to institute and prosecute proceedings in the superior court to restrain the award of contracts and the performance of contracts. Prior to award of the contract, an awarding authority may petition the attorney general for approval to adjust the requirements set forth in said subsections (a), (b) and (c). The attorney general may adjust these requirements only if he determines that compliance with these requirements is not feasible or if application of the requirements would be preempted by federal law.
- (e) An awarding authority serving a low-income population may require additional specifications that address the needs of its clients including, but not limited to, preferential hiring for residents of public housing authorities for available apprenticeship positions.
- (f) Subject to appropriation, the division of apprentice training shall enhance its outreach efforts to underserved populations in order to increase and diversify the number of apprentices in the commonwealth.
- SECTION 34. Notwithstanding any general or special law to the contrary, employees who are hired to perform work related to the American Recovery and teinvestment Act of 2009 funded by the federal government shall be scheduled in accounts set up solely for the purpose of the American Recovery and teinvestment Act of 2009. No expenditures of an employee scheduled in an item of appropriation established by the American Recovery and Reinvestment Act of

2009 shall be charged to any other item of appropriation and no expenditures of employees in any other item of appropriation shall be charged to an account under the American Recovery and Reinvestment Act of 2009 and the state comptroller shall not permit the transfers or charges unless otherwise approved by the secretary of administration and finance. Positions funded by the American Recovery and Reinvestment Act of 2009 shall be eliminated once the funding ends.

SECTION 35. Notwithstanding any general or special law to the contrary, an employee hired by the commonwealth and paid from federal funds provided pursuant to the American Recovery and Reinvestment Act of 2009 shall not be subject to chapters 30 and 31 of the General Laws.

SECTION 36. (a) As used in this section, the following terms shall, unless the context indicates otherwise, have the following meaning:

"Disadvantaged business enterprise", shall have the same meaning as the term is defined in 49 CPR 26.5.

"Minority business enterprise", shall have the same meaning as the term is defined in section 40 of chapter 23A of the General Laws.

"Secretary", the secretary of administration and finance.

"Women business enterprise", shall have the same meaning as the term is defined in said section 40 of said chapter 23A.

- (b) Notwithstanding any general or special law to the contrary, the secretary may implement a technical assistance and capacity building pilot program applicable solely to projects funded in whole or in part by the American Recovery and Reinvestment Act of 2009. The purpose of the technical assistance and capacity building program shall be to promote, encourage and otherwise facilitate full participation of minority and women business enterprises and disadvantaged business enterprises and other small businesses in public construction and public works projects undertaken as part of the federal economic recovery effort and funded in whole or in part by the American Recovery and Reinvestment Act of 2009.
- (c) The secretary shall promulgate rules, regulations or guidelines relative to the implementation and administration of the technical assistance and capacity building pilot program established in subsection (b).
- (d) No later than 6 months after the conclusion of the provision of technical assistance and capacity building services provided pursuant to subsection (b), the secretary shall provide a written report to the governor and to the joint committee on community development and small business on the provision of the services and performance outcomes relative thereto. The report shall include recommendations as to how the commonwealth may best facilitate the continued inclusion of minority and women business enterprises,

disadvantaged business enterprises and small businesses in future public construction and public works projects.

SECTION 37. Notwithstanding any general or special law to the contrary, the assistant secretary for access and opportunity shall undertake a comprehensive study regarding the challenges and barriers faced by owners of small businesses, including owners of minority and women business enterprises, in accessing and obtaining working capital and debt financing. The comprehensive study shall include, but not limited to, investigating the viability of implementing a short-term loan program similar to that administered by the United States Department of Transportation's Office of Small and Disadvantaged Business Utilization. In undertaking the comprehensive study, the assistant secretary for access and opportunity shall consult the director of small business and entrepreneurship, the director of minority and women business assistance and any other state agency or program whose mission is to assist small businesses and minority or women business enterprises. The assistant secretary for access and opportunity shall report the results of his investigation and study and his recommendations, if any, together with drafts of legislation necessary to carry his recommendations into effect to the governor and to the secretary of administration and finance and by filing the same with the clerks of the house of representatives and the senate, who shall forward the same to the house and senate committees on ways and means and the joint committee on community development and small business on or before October 1, 2009.

SECTION 38. (a) Notwithstanding any general or special law to the contrary and solely for the purposes of implementing public building and public works projects funded in whole or in part by the American Recovery and Reinvestment Act of 2009 while facilitating the involvement of small contractors, including minority and women contractors, the Massachusetts Community Development Finance Corporation may establish a contractor surety bond guarantee program pursuant to this section.

(b) As used in this section the following words shall have the following meanings unless the context clearly requires otherwise:-

"Bid bond", a bond conditioned upon the bidder on a contract entering into the contract, if he receives the award thereof, and furnishing the prescribed payment bond and performance bond.

"Corporation", the Massachusetts Community Development Finance Corporation.

"Eligible contractor", a small contractor, a minority contractor or a woman contractor.

"Minority contractor", a person who performs as a prime contractor or general contractor or as a subcontractor on a contract funded in whole or in part by the American Recovery and Reinvestment Act of 2009 and is a minority business enterprise as such term is defined in section 40 of chapter 23A of the General Laws.

"Obligee", (i) in the case of a bid bond, the public agency requesting bids for the performance of a contract; or (ii) in the case of a payment bond or performance bond, the public agency that has contracted with a principal for the completion of the contract and to whom the obligation of the surety runs in the event of a breach by the principal of the conditions of a payment bond or performance bond.

"Payment bond", a bond conditioned upon the payment by the principal of money to persons under contract with him.

"Performance bond", a bond conditioned upon the completion by the principal of a contract in accordance with its terms.

"Person", a natural person, business, partnership, corporation or other legal form.

"Prime contractor" or "general contractor", the person with whom the obligee has contracted to perform a contract funded in whole or in part by the American Recovery and Reinvestment Act of 2009.

"Principal", (i) in the case of a bid bond, a person bidding for the award of a contract; or (ii) the person primarily liable to complete a contract for the obligee or to make payments to other persons in respect of such contract and for whose performance of his obligation the surety is bound under the terms of a payment or performance bond; provided, however, that a principal may be a prime contractor, general contractor or a subcontractor.

"Small contractor", a person who performs as a prime contractor, general contractor or subcontractor on a contract funded in whole or in part by the American Recovery and Reinvestment Act of 2009 and whose average annual gross revenue is \$5,000,000 or less per year for the most recent 2 fiscal years.

"Subcontractor", a person who has contracted with a prime contractor, general contractor or another subcontractor to perform a contract funded in whole or in part by the American Recovery and Reinvestment Act of 2009.

"Surety", a surety company licensed to do business in the commonwealth and whose name appears on United States Treasury Department Circular 570 and who: (i) under the terms of a bid bond, undertakes to pay a sum of money to the obligee in the event the principal breaches the conditions of the bond; (ii) under the terms of a performance bond, undertakes to incur the cost of fulfilling the terms of a contract in the event the principal breaches the conditions of the contract; (iii) under the terms of a payment bond,

undertakes to make payment to all persons supplying labor and material in the prosecution of the work provided for in the contract if the principal fails to make prompt payment; or (iv) is an agent, independent agent, underwriter or any other company or individual empowered to act on behalf of such company.

"Woman contractor", a person who performs as a prime contractor, general contractor or as a subcontractor on a contract funded in whole or in part by the American Recovery and Reinvestment Act of 2009 and is a woman business enterprise as that term is defined in section 40 of chapter 23A of the General

- (c) The corporation may establish a contractor surety bond guarantee program and may, upon such terms and conditions as it may prescribe, guarantee and enter into commitments to guarantee a surety against loss resulting from a breach of the terms of a bid bond, payment bond, performance bond or bonds ancillary thereto, by a principal on any total work order or contract amount at the time of bond execution that does not exceed \$250,000. No such guarantee shall be issued, unless:
- (i) the person who would be principal under the bond is an eligible contractor;
- (ii) the bond is required in order for such person to bid on a contract or to serve as a prime contractor, general contractor or subcontractor on a contract;
- (iii) such person is not able to obtain such bond on reasonable terms and conditions without a quarantee under this section; and
- (iv) there is a reasonable expectation that such principal will perform the covenants and conditions of the contract with respect to which such bond is required and the terms and conditions of such bond are reasonable in the light of the risks involved and the extent of the surety's participation.

The corporation shall administer the contractor surety bond guarantee program on a prudent and economically-justifiable basis and establish such fees for eligible contractors and premiums for sureties as it deems reasonable and necessary, to be payable at such time and under such conditions as may be determined by the corporation.

The corporation, as guarantor, may exercise all of the rights and powers of a company authorized by the division of insurance to guarantee bonds pursuant to chapter 175 of the General Laws, but shall not otherwise be subject to any laws related to a guaranty company under said chapter 175 nor to any rules of the division of insurance.

(d) For purposes of this section, the corporation shall establish and maintain accounts, identified individually or collectively as the Contractor Surety Bond Guarantee Fund which shall be kept separate from other corporate

funds. The fund shall consist of all monies deposited, credited or otherwise obtained pursuant to an appropriation or other allocation or assignment or grant of funds from the commonwealth; any grants, gifts and contributions received pursuant to section 3 of chapter 40F of the General Laws; all monies recovered following defaults; and any interest earned on monies within the accounts.

- (e) The corporation may guarantee up to 90 per cent of the loss incurred and paid by a surety on bonds guaranteed under this section. Additionally, and subject to the provisions of this section, in connection with the issuance by the corporation of a guarantee to a surety as provided in subsection (c), the corporation may agree to indemnify the surety against a loss sustained by such surety in avoiding or attempting to avoid a breach of the terms of a bond guaranteed by the corporation pursuant to said subsection (c); provided, however, that prior to making a payment under this subsection, the corporation shall first determine that a breach of the terms of the bond was imminent and the surety shall obtain written approval from the corporation prior to making any payments pursuant to this subsection.
- (f) Pursuant to any such guarantee, the corporation shall reimburse the surety, as provided in subsection (e), except that the corporation shall be relieved of all liability if:
- (i) the surety obtained such guarantee or agreement or applied for such reimbursement by fraud or material misrepresentation;
- (ii) the total contract amount at the time of execution of the bond exceeds \$250,000; or

(iii) the surety has breached a material term or condition of such guarantee in the agreement.

SECTION 39. Any entity located in the commonwealth that receives federal funds through the American Recovery and Reinvestment Act of 2009 shall provide information as directed by the secretary of administration and finance regarding the use of the funds. The required information shall include, but not be limited to, the reporting information required by the federal government and any other information deemed necessary by the secretary to administer the American Recovery and Reinvestment Act of 2009 responsibly, efficiently and transparently. To the extent possible, the secretary shall work to streamline the reporting of this information, minimize duplication of data entry by recipients and ensure data consistency. The secretary may issue regulations to effectuate this reporting requirement.

SECTION 40. Employers and hiring agents on all projects funded in whole or in part by the American Recovery and Reinvestment Act of 2009 shall post notices of available employment opportunities to the commonwealth's job bank

or the one-stop career centers closest to where the projects shall be located. The postings shall contain such information as directed by the secretary of labor and workforce development. The secretary may issue regulations to effectuate this job posting requirement.

SECTION 41. Notwithstanding any general or special law to the contrary, a carrier offering continuation coverage under a health benefit plan issued pursuant to chapter 176J of the General Laws to a qualified beneficiary eligible for the COBRA premium assistance benefit set forth in section 3001 of the American Recovery and Reinvestment Act of 2009 shall offer the extended election period available therein to each qualified beneficiary who does not have an election of continuation coverage under a health benefit plan issued under said chapter 176J on the effective date of this act, but who would be an assistance-eligible individual under the American Recovery and Reinvestment Act of 2009 if such election were in effect. Any such qualified beneficiary may elect such continuation coverage under said chapter 176J during the period beginning on the effective date of this act and ending 60 days after the date on which the notification required under this section is provided to such qualified beneficiary. Coverage elected in this extended election period shall commence with the first period of coverage beginning on or after the effective date of this act. For the purposes of this section, carriers or their designees shall comply with paragraph (5) of subsection (j) of section 9 of said chapter 176J and any applicable notice requirements under American Recovery and Retirement act of 2009, except that such notice shall be made within 60 days after the effective date of this act.

SECTION 42. The secretary of administration and finance, in consultation with the state comptroller, shall submit comprehensive bi-monthly reports for 3 years after the effective date of this act to the clerks of the senate and house of representatives who shall forward the same to the joint committee on federal stimulus oversight and the house and senate committees on ways and means on the programs, aid, grants and projects funded in whole or in part by the American Recovery and Reinvestment Act of 2009, in this section referred to as ARRA. The reports shall be posted on the commonwealth's official website. The reports shall include, but not be limited to:

(1) an accounting of all known or anticipated federal funding from ARRA that will be available for use by any public entity in fiscal years 2009, 2010 and 2011; provided, however, that the report shall delineate federal funding that may be used to supplant or supplement general state appropriations in each fiscal year, with a further delineation between funding received as federal grants under section 6B of chapter 29 of the General Laws, funding

5 2061

received for public entities other than the commonwealth and funding received that is subject to further appropriation;

- (2) an accounting of any funds collected or anticipated to be collected in fiscal years 2009, 2010 and 2011 pursuant to an increase in the federal dedicated assistance percentage rate pursuant to ARRA and the assumptions used in any future projections;
  - (3) a listing of grants of waiver issued under ARRA;
- (4) a listing of all competitive federal grants available under ARRA for which a state agency has filed an application; provided, however, that the report shall state the number of applications that have been accepted, the number that are still pending and the number that have been rejected and shall compare the number of accepted applications with not less than at least 10 other states; and
- (5) an accounting of the progress of all expenditures related to capital projects funded in whole or in part by ARRA; provided, however, that the report shall include, but not be limited to, the total amount allocated for each project, the total estimated cost of each project, the amount expended for the planning and design of each project up to the time the report is filed, the amount expended on construction of each project up to the time the report is filed, the total amount currently expended on each project, the estimated lifetime maintenance schedule and cost of each project, the original estimated completion date of each project, the current anticipated completion date of each project and, if the project has been de-authorized, the reason for and date of such de-authorization.

SECTION 43. The secretary of administration and finance or the applicable state agency applying for funds through the American Recovery and Reinvestment Act of 2009 shall file with the house and senate committees on ways and means and the joint committee on federal stimulus oversight copies of all state applications requesting funding concurrently with submission of the application to the federal government. The secretary or the applicable state agency shall also inform the house and senate committees on ways and means and the joint committee on federal stimulus oversight in writing of the amount of tunds to be allocated and the location of where funds shall be deposited as soon as notification from the federal government on each award is received.

SECTION 44. Notwithstanding any general or special law to the contrary, for projects which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009, the awarding authority shall deem "Eligible" to be Refined as follows:

"Eligible", a bidder or offeror who is able to meet all requirements for bidders or offerors set forth in sections 44A to 44H, inclusive of chapter 149 B 2061

of the General Laws and who shall certify that he is able to furnish labor that can work in harmony with all other elements of labor employed or to be smployed on the work.; provided, however, that eligible shall not include a bidders or offeror that, at the time of procurement, is: (1) debarred from bidding under section 44C of said chapter 149 or any other applicable law; (2) debarred by any other state or by any agency of the United States, as determined by the Commonwealth after diligent efforts; or (3) otherwise excluded from public contracting or subcontracting for the reasons set forth in subsection (c) of section 29F of chapter 29 of the General Laws; and provided, further, that notwithstanding any general or special law to the contrary, the Attorney General may waive or adjust the preceding requirements if he determines in writing that special circumstances exist which justify such waiver or adjustment.

SECTION 45. (a) The provisions and definitions of terms in the Federal-State Extended Unemployment Compensation Act of 1970 shall apply to this section; provided, however, that to the extend such definitions are in conflict with or supplement the provisions and definitions of terms in the American Recovery and Reinvestment Act of 2009, the provisions and definitions of the American Recovery and Reinvestment Act of 2009 shall apply to this section.

- (b) With respect to weeks of unemployment beginning on or after February 22, 2009, and continuing until the week ending prior to the last week for which 100 per cent federal sharing is authorized by subsection (a) of Section 2005 the American Recovery and Reinvestment Act of 2009 for all claims except for entities described in Section 3306(c)(7) of the Internal Revenue Code, the following shall apply:
- (1) In addition to the "state 'on' indicator" set forth in paragraph (d) of subsection (1) of section 30A of chapter 151A of the General Laws, there shall be a "state 'on' indicator" for the commonwealth for a week if the director determines, in accordance with the regulations of the United States Secretary of Labor, that:
- (A) the rate of insured unemployment for the period consisting of such week and the immediately preceding 12 weeks equaled or exceeded 6 per cent, regardless of the rate of insured unemployment in the 2 previous years; or
- (B) (i) the average rate of total unemployment, seasonally adjusted, for the period consisting of the most recent 3 months for which data for all states are published before the close of such week equals or exceeds 6.5 per pent; and
- (ii) the average rate of total unemployment (seasonally adjusted) for the three-month period referred to in clause (i) equals or exceeds 110 per

cent of such average rate for either or both of the corresponding 3-month periods ending in the 2 preceding calendar years.

- (2) There shall be a state "off" indicator for the commonwealth for any week if none of the requirements specified in paragraph (1) of this section and in paragraph (d) of subsection (1) of said section 30A of said chapter 15IA are satisfied.
- (3) (A) For purposes of this subparagraph, the term "high unemployment period" shall mean any period during which an extended benefit period would be in effect if clause (i) of subparagraph (B) of paragraph (1) were applied by substituting 8 per cent for 6.5 per cent.
- (B) Effective with respect to weeks beginning in a high unemployment period, subsection (5) of said section 30A of said chapter 151A shall be applied by substituting: (i) 80 per cent for fifty per cent in paragraph (a); (ii) 20 times for thirteen times in paragraph (b); and (3) 46 times for thirty-nine times in paragraph (c).
- (c) The indicators specified in subsection (b) shall be operative only if mandated or permitted by federal law.
- (d) Notwithstanding any other provision of this section, the governor may, if permitted by federal law, suspend the payment of extended unemployment benefits under this section, to the extent necessary to ensure that otherwise eligible individuals are not denied, in whole or in part, the receipt of emergency unemployment compensation benefits authorized by the federal Supplemental Appropriations Act of 2008, the Unemployment Compensation Extension Act of 2008 and the American Recovery and Reinvestment Act of 2009 and that the state receives maximum reimbursement from the federal government for the payment of those emergency benefits.
- (e) This section shall not be implemented unless the director of workforce development determines that these provisions have been approved by the United States Department of Labor. The director shall immediately provide a copy of this section to the United States Department of Labor for review.

SECTION 46. Sections 4 to 11, inclusive, sections 14 to 28, inclusive and section 33 shall apply only to contracts advertised after the effective date of this act.

House of Representatives, June 30, 2009.

Preamble adopted,

\_\_\_\_Speaker.

In Senate, June 30, 2009.

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Office of the Attorney General - - Press Release

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From: McGee, Maureen (EHS) Sent: Friday, April 17, 2009 1:17 PM To: Pineault, Michael (GOV) Subject: FW: Emailing: www.mass.gov

From: McGee, Maureen (EHS) Sent: Friday, April 17, 2009 12:42 PM To: Dougherty, Terry (EHS); Dehner, Thomas (EHS) Subject: Emailing: www.mass.gov

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MARTHA COAKLEY

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January 15, 2009 - For immediate release:

Attorney General Martha Coakley Announces Record \$46.7 Million in Recoveries for the Massachusetts Medicaid Program in 2008

BOSTON - Today, Attorney General Martha Coakley's Office announced that recoveries by the office's Medicaid Fraud Division totaled more than \$46.7 million during 2008, breaking the previous recovery record, set in 2007, by over \$20 million. Approximately \$73.2 million has been returned to the state Medicaid program by the Medicaid Fraud Division during Attorney General Coakley's two years in office. The Medicaid Fraud Division is responsible for the investigation and prosecution of fraud against the state Medicaid program.

The \$46.7 million recovered in 2008 is primarily the result of 13 civil settlements, nine of which were multi-state agreements. Representatives from the Attorney General's Medicaid Fraud Division serve on national multi-state fraud teams that negotiate the resolution of these cases, which in 2008 resulted in the return of over \$1.4 billion to the federal government and state Medicaid programs across the country.

"We have built strong partnerships with other state and federal agencies," Attorney General Coakley said, "This broad based approach has allowed us to aggressively pursue both local and national providers whose fraudulent practices cause great harm to this vital program which provides the most fundamental services to the Commonwealth's most vulnerable citizens. While we are extremely proud of these results, we are troubled that this fraudulent behavior seems to be increasing at a time when health care costs are rising. Our office will continue to be a leader in the efforts to combat this growing epidemic and to assist the Medicaid program in operating as efficiently and cost effectively as possible."

During 2008, the Attorney General reached multi-million dollar agreements with three generic drug manufacturers to settle a False Claims Act case pending in the United States District Court in Boston. Most recently, in December 2008, Teva Pharmaceuticals USA, Inc., and its wholly-owned subsidiary, Isax Corporation, agreed to pay a combined \$7 million to settle allegations against them, Boehringer Ingelheim Roxane, Inc. similarly agreed to pay \$1.8 million in September 2008.

In March 2008, as a result of a seven-year investigation initiated and led by the Massachusetts Medicaid

Fraud Division, the National Association of Medicaid Fraud Control Units reached a settlement with CVS/Caremark to resolve allegations that the retail pharmacy chain violated various state and federal statutes and regulations. The settlement recovered a total of \$36.7 million for 23 states Medicaid programs and returned \$3.7 million to the Massachusetts Medicaid program.

In one of the largest bealthcare fraud settlements ever reached, Massachusetts received \$10.5 million in February 2008 as part of two separate global settlements with the pharmaceutical giant Merck & Co., Inc, totaling \$649 million dollars. An Assistant Attorney General in the Medicaid Fraud Division served as a member of the four-person national Medicaid fraud team that negotiated on behalf of the 49 states that participated in the settlements.

In another multistate settlement, Massachusetts received \$9.2 million from international pharmaceutical manufacturer Bristol-Myers Squibb Company in July 2008. The joint investigation was conducted by the U.S. Department of Justice, the U.S. Attorney's Office for the District of Massachusetts, and a five-person national Medicaid fraud team which included an Assistant Attorney General from Attorney General Coakley's Medicaid Fraud Division.

Medicaid is a multi-billion dollar joint state and federal program that provides health insurance for the economically disadvantaged. The monies recovered by the Medicaid Fraud Division are returned to the Medicaid program.

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Grants Series fi THOMPSON June 2009 Hassue 294

# GAO: OMB Should Alter Single Audit Process for Recovery Act Programs

The process for conducting single audits of programs under the American Recovery and Reinvestment Act should be altered to make the audits more timely and useful, the Government Accountability Office recommended in the first of a series of reports on how states are implementing Recovery Act funds.

"Under the current approach for risk determination in accordance with Office of Management and Budget Circular A-133, certain risks unique to the Recovery Act programs may not receive full consideration," the GAO said. "Recovery Act funding carries with it some unique challenges [that make] timely and efficient evaluations in response to the Recovery Act's accountability requirements critical."

Among the most significant of these challenges are:

 new government programs that don't have management controls and accounting systems in place to ensure funds are used in accordance with program regulations and objectives;

See *GAO*, p. 6

# Auditees Urged To Provide Timely Information to Federal Auditors

It may sound obvious, but grantees selected to undergo a federal inspector general audit should provide information to the auditor as quickly as possible and fix problems as they are brought to their attention. Grantees that put up roadblocks in hopes that the auditor will give up on requesting desired information will find this effort futile, according to a federal audit official.

During the recent National Grants Management Association Annual Training Conference, James Berry Schneck, audit manager for the National Science Foundation Office of Inspector General, discussed several "do's and don'ts" when undergoing a federal audit. "Quick responses can help establish a healthy working relationship with the auditors," he said. "The last thing you want to do is upset your auditor. You can never outlast an auditor. The quicker you get information to them, the faster they can get the audit done and you can get back to your day-to-day" duties.

Schneck said grantees often are hesitant to contact the audit team with questions or concerns they may have, but he encouraged them to communicate with auditors. "Some of the best successes I've had was when someone picked up the phone and gave me a call," he said. "We can work out an alternative solution, or I can put their mind at ease

See Audit Advice, p. 2

### Also In This Issue

Past statistics on the quality of single audits are somewhat misleading, and targeted efforts to improve high-dollar single audits will help improve overall accountability, a Government Accountability Office official said.

### Featured Columnist Leita Hart-Fanta

### State Audit Watch

### **Practice Tools**

Single Audit Sampling Project — A Closer Look .....

### Update Pages

Updated list of block grant programs in ¶380; editorial updates in ¶102, ¶301 and ¶410.

### Editor's Note

The 2009 Office of Management and Budget Circular A-133 Compliance Supplement had not been released at press time, but is expected soon. Look for extensive coverage on it in the next issue of the Service.

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### Audit Advice (continued from p. 1)

when they think something is a real problem when it's not.

If the auditor finds problems, the auditee should not wait until the audit process is over. If the auditee corrects problems during the audit, the auditor can address those in the audit report. In addition, the auditee should make sure it documents what corrective actions it took. Auditees also should ask the auditor to keep them informed of any issue as the auditor finds them

Because auditors have no connection to the audited organization and can analyze many aspects of the entity, they may find opportunities for improving the auditee's programs, Schneck said. "When you are working dayto-day on your own jobs, it's hard to think 'big picture' sometimes," he added. "We're auditors and we have a wide understanding of how the organization operates, and we can think 'big picture.'

### A List of Don'ts

Schneck advised auditees not to delay or hide information because such tactics possibly could be illegal and can encourage the auditor to "dig even deeper" because it increases the risk that something is wrong. Auditees also should not mistreat the auditor. "Open hostility in not an option," he said. "If you are having issues with an auditor, talk to him or her about it. If that doesn't work, contact his or her supervisor.

### **Single Audit Information** Service

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Auditees also should refrain from interfering with the audit because they can appear suspicious. For example, an auditor wants to interview a procurement officer, but a vice president sits in on the interview and proceeds to answer all the questions. "That upsets the officer and slows down the process," he said. "We want you to be helpful, but not too helpful."

Schneck urged grantees not to accept all of the auditor's recommendations if they have no intention of implementing them. "If you don't have the resources to do something, don't say you're going to do it," he said. "If you talk to the auditor and say you can't do it, ... you can talk about alternatives. Sometimes you'll come up with a better recommendation than the auditor [originally] had."

Auditees should request a copy of the rough draft of the audit report (often called the "discussion draft") before the official draft is issued, Schneck said. This will allow the auditee to correct any misconceptions or provide additional information. Once the auditor issues the official draft, auditees should try to provide a corrective action plan to make the audit resolution process easier. "Don't be afraid to propose alternatives you feel may work better," he added. "If you don't think you need to implement a recommendation, you need to say why." The final report is then issued to the grantor agency, which will finalize the formal audit resolution.

Agencies will then send the audit report to the auditee with instructions on how to respond to it, including a corrective action plan with certain timeframes. The auditee then will submit a response to the corrective action plan for agency review. Once the agency accepts the plan, it will submit it to the inspector general's office for agreement.

To be better prepared to handle a federal audit, Schneck urged auditees to take the following steps prior to the audit:

- · know what regulations auditees are required to
- · have detailed written policies and procedures, keep them up-to-date and ensure that staff is responsible for knowing what they are;
- · train key employees in federal requirements;
- · document all transactions so that anyone reviewing the transaction will come to the same conclusions;
- contact key people in the funding agency, the inspector general's office or Office of Management and Budget if the auditee needs guidance. ?

### Targeted Efforts Can Improve Single Audit Quality

Past statistics on the quality of single audits are somewhat misleading, and targeting efforts to improve the high-dollar single audits will help to improve overall accountability, a key Government Accountability Office official recently told the National Intergovernmental Audit Forum.

While some 51 percent of sampled single audits were either unacceptable or of limited reliability during the National Single Audit Sampling Project (see "Sampling Project Finds Many Unacceptable Audits," August 2007), most of the problem audits were reviews of smaller auditees (i.e., those that expended between \$500,000 and \$50 million annually in federal awards).

Jeanette Franzel, managing director of the fiscal management and assurance team at the GAO, said that larger auditees had a higher rate of acceptable audits than smaller auditees. "That's important to remember as we impose transparency and accountability requirements or additional audit requirements [specifically under the American Recovery and Reinvestment Act], or think about how to fix the quality problem," she said. "I don't know that a one-size-fits-all approach necessarily gets us the bang for the buck that we need here." She added that implementing "targeted efforts" to improve single au-

For example, Franzel said for fiscal vear 2007, about 35,500 single audits had been submitted to the Federal Audit Clearinghouse. Of those, 927 audits covered 85 percent of the federal expenditures, "If we can get those 927 audits right, we've really done a tremendous coverage of federal expenditures," she said, adding that about 4,300 of all these audits covered 92 percent of federal expenditures. "That makes you think about the problem a little differently when you're hearing statistics such as 51 percent of the audits weren't acceptable," she added. "If there is a way to really target our efforts to improve quality in some of these larger audits and perhaps find a way to streamline smaller audits ..., maybe we would improve accountability overall."

dits would be a better approach.

### Recovery Act Report

Franzel discussed findings from a recent review of 16 states' use of funds under the Recovery Act (see story, p. 1). One of the recommendations the GAO made called for the Office of Management and Budget to consider the risks related to Recovery Act programs in determining which federal programs should be audited as major programs. Currently, the single audit formula is based on program size, with greater audit requirements placed on high-risk major programs. However, some Recovery Act programs may not meet the threshold for a large program, yet they still may be high-risk.

For example, new programs launched under the act could be small, but prove risky because there is no current infrastructure or the state has never administered such a program. In addition, some small programs may experience huge growth, which would exacerbate risk. "It helps to think about these different types of programs differently in terms of assessing risk and targeting our auditing efforts to get the best accountability, and accountability is what is being demanded here," Franzell

Franzell also said the GAO sampled state single audits reports for fiscal year 2008 from 13 states with a

See Targeted Efforts, p. 7

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Leita Hart-Fanta, CPA. CGFM, is the author of The Risk Assessment SASs," and has been teaching Yellow Book standards for 10 years. During her five years with the Texas State Auditor's Office, she acted as both an auditor and communications specialist. Ms. Hart-Fanta led the team that produced a nationalaward-winning report summarizing the financial condition of the state. She is a certified public accountant and . a certified government financial manager and serves on the conference planning committees of the local chapters of the Institute of Internal Auditors and the Texas Society of CPAs. The views expressed in this article are the author's own and do not necessarily reflect the views of the Single Audit Information Service

# What You Are Paying for on a Single Audit

By Leita Hart-Fanta

Maybe the title "single audit" is the problem. Maybe this title conveys that with one single audit, everything has been examined and verified. Maybe that is why so few users of a single audit report understand what they are looking at.

Case in point — I often work with "monitors" who do "desk reviews" of single audit reports generated by certified public accountants. One monitoring team worked for a large city and was tasked with making sure that the recipients of the city's grants were in compliance with the grant agreement.

As we talked about what they do in these desk reviews, day in and day out, I noticed the team held to a misconception about what CPAs are paid to do. Several members of this team thought that CPAs checked to see that the entity that received the funds was financially healthy. That is *not* what CPA firms do on a single audit.

### What Auditors Do and Don't Do

On a single audit, the auditors check to see that the financial statements are presented in accordance with accounting principles and check to see if the entity is in compliance with various regulations. Nowhere in those two tasks is the auditor asked to determine whether the entity he is auditing is financially robust or even that they are doing a good job of using the dollars it receives for its highest and best purpose.

Here is a line from a single audit report created by a CPA in the previous example. "The Comprehensive Annual Financial Report for the state accurately presents the financial position and activities of the state for the year ended Aug. 31, 200X." And then the CPA makes this statement regarding compliance, "The state complied, in all material respects, with the requirements referred to above that are applicable to each of its major federal programs..."

So is it possible to have accurate financial statements for an entity that is fiscally

mismanaged? Yes. Is it possible to comply with all requirements and still not be serving the client well? Yes.

### The COSO Model

The Committee of Sponsoring Organizations of the Treadway Commission (COSO) model that is woven into the Statements on Auditing Standards includes three management objectives — compliance, financial reporting and operations.

Check out the top of the COSO cube on the next page (a new, enhanced version of the COSO model, called the COSO ERM model, adds strategy to management objectives):

What does this cube mean? In order to manage the operation well, management has to juggle three balls:

- it must stay in compliance with laws, regulations and contracts;
- it must create and publish reliable financial reports; and
- it must effectively and efficiently use resources to keep the operation going.

So what does an auditor do on the single audit? Only the finance piece and the compliance piece (although the single audit leaves out compliance with a variety of matters that aren't grant related). What does the single audit totally leave out of the mix? Operations.

The city monitoring team in the example was under the impression that the CPA firm had covered the financial aspect of its grantee's operation so it didn't need to. That's wrong.

What you are paying the CPA firm for, in regards to financial statements, is a verification that the data in the financial statements is right. If the entity was a completely messed up mismanaged disaster, but its financial statements were correctly reflecting this fact, the CPA could still give the financial statements a "clean" or "thumbs up" opinion.

See COSO, p. 5

### COSO (continued from p. 4)

A leader from a small town called me a few years ago to figure out where he went wrong. His auditor, for years, had stood in front of the city council and said that his firm had expressed a clean opinion on the financial statements of the town. City council took this to mean that everything — EVERYTHING — was okay, and that the city was financially healthy, well run and free of blemishes. Then one day, they realized that the money they had set aside to build a sewer treatment plant was gone because the city had been running a severe deficit for years and had to use the sewer treatment money to keep operations going. Yes, the city council wasn't exactly composed of financial geniuses, but it points us back to that basic misunderstanding of what auditors do and don't do.

The CPA assumes that someone else — the bank, the grantor, the regulator — is going to use this data to analyze the situation and decide what actions to take. The CPA doesn't presume to know what is going to happen to the data once he or she verifies that it is good, although they do presume someone is using it.

But in my experience, the users don't know how to read the financial statements and don't use the data, so they infer that the CPA has done more than they really have. This is a pretty dangerous situation as no one is watching the hen house... not even the fox.

### **Data Without Verification Is Worse**

Even more scary is that some of the city's grantees never get audited and "self report" the financial information they send into the city. The city monitors ask grantees who did not qualify for a single audit (because their expenditures fall below the threshold) to send them a cash flow statement every year for review. The grantee does not have to hire a CPA to verify that the data was good. This means that the client could be completely making up the whole statement.

Why even look at something like that? It isn't even worth the paper it is printed on. Do you remember the flack about mortgage companies lending money to buyers based on their "stated income." Surprise! These folks didn't make enough money to pay for that million dollar cottage in L.A.

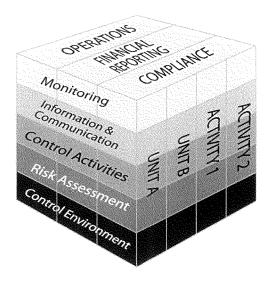
So what do CPA firms do? They verify that the data is good and can be relied on. They do not verify that the data means anything one way or another. The client could be efficient and effective, or not. The CPA is not paid to research, verify or comment on that.

### What To Do With Single Audits

So what is a monitoring team to do? First of all, it should realize that the buck stops with the team. It is the final line of defense against something going wacky. No one else will do this work for it. The CPA is not doing what it imagined it was doing. In the case of audited financial statements, it does not have to do work verifying the data because the CPA was paid to do that. But it does need to look at the data and see if anything risky or weird is going on. This can be a very involved process or a simple process. It all depends on how risky the team feels the situation is and also what the city leadership expects the team to do.

And if the data is submitted by the client without any verification by a CPA, then the monitoring team has even more work to do. First, it has to verify that the information it is relying on is valid, and then it has to analyze the data to see if anything risky or weird is going on.

Yes, that is a lot of work for the monitoring team. And that is why it is paid the big bucks. That is what the public thinks is going on when you say you are "monitoring" a grant.  $\hat{\mathbf{n}}$ 



### GAO (continued from p. 1)

- the sudden increase in funds for Recovery Act programs may exceed the capacity of management controls and accounting systems that have been effective in the past; and
- risks may be increased due to the pressures of spending funds quickly.

'Recovery Act funding carries with it some unique challenges [that make] timely and efficient evaluations in response to the Recovery Act's accountability requirements critical.'

--- GAO

The GAO urged the OMB to adjust the single audit process to: allow for internal control designs to be reviewed during 2009 in programs receiving Recovery Act funds before 2010 expenditures are made to strengthen these controls; consider risks related to Recovery Act programs in determining which federal programs are major programs; and evaluate options for providing relief related to audit requirements for low-risk programs to balance new audit responsibilities associated with the Recovery Act.

Despite the challenges, the states the GAO reviewed are taking various steps to ensure that internal controls are in place to manage risks before problems develop. For example, New York has established a working group on internal controls and plans to hire a consultant to review the state's management infrastructure and capabilities to achieve accountability, effective internal controls and reliable reporting under the act. Ohio audit officials plan to assess the adequacy of the state's current internal control framework; Georgia's state auditor has provided internal control training to state agency personnel; and Michigan officials are developing strategies for effective oversight and tracking of the use of Recovery Act funds.

### Bimonthly Reviews

The Recovery Act requires the GAO to do bimonthly reviews of the use of funds by selected states and localities. The agency focused on 16 states and the District of Columbia and three key programs — Medicaid federal medical assistance percentage awards, funds for highway infrastructure improvement and the State Fiscal Stabilization Fund. Programs were reviewed in Arizona, California, Colorado, the District of Columbia, Florida, Georgia, Illinois, Iowa, Massachusetts, Michigan, Mississippi, New Jersey, New York, North Carolina, Ohio, Pennsylvania and Texas.

The GAO found significant concerns in the area of subrecipient monitoring under Recovery Act programs. Some state auditors do not have the authority to monitor local operations of internal controls. For example, officials at the Pennsylvania auditor general's office had different views about what authority they have to audit federal money that flows directly to localities.

The OMB plans to notify auditors of program requirements that should be tested for Recovery Act programs when it releases the 2009 OMB Circular A-133 Compliance Supplement. Vice President Joe Biden, charged with overseeing implementation of the Recovery Act by President Barack Obama, sent a letter to the Senate Committee on Homeland Security and Governmental Affairs recently ensuring that further guidance from the OMB would address concerns raised in the GAO report. That guidance also will include more details on how state and local fund recipients will report data, subrecipient reporting requirements and a standard procedure for grantees to calculate the number of jobs they create.

### For More Information

The report, "As Initial Implementation Unfolds in States and Localities, Continued Attention to Accountability Issues is Essential," (GAO-09-580) is available at http://www.gao.gov/new.items/d09580.pdf. n

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### **State Audit Watch**

### Mass. Agency Improves Child Care Monitoring

By revamping its subrecipient monitoring process, the Massachusetts Department of Early Education and Care has resolved many concerns addressed in previous single audits. Other state agencies may consider using similar tactics if they face the same problems.

The Massachusetts state auditor reviewed the agency's grant program for the period of July 2007 to June 2008, assessing internal controls and program compliance for early education and child care grant programs. Prior audits of the department recommended it improve subrecipient monitoring to ensure federal funds were spent appropriately.

In a prior audit, the state auditor found that the agency suspended on-site monitoring of child care providers during state fiscal year 2007. In response, the EEC restructured its fiscal monitoring unit by adding a director of audit resolution and more monitoring staff. They have developed a system of internal controls to ensure compliance with mandated monitoring and reporting requirements for child care and early education providers.

The agency also developed a new fiscal monitoring guide that addresses prior audit concerns regarding time-frames for on-site monitoring and follow-up, eligibility, financial review and recoupment. It also developed and implemented a financial monitoring database that stores files on each child care provider. The director of audit resolution ramped up on-site visits to providers to ensure their clients were eligible to receive services and that their funds spent were documented, reasonable, allowable and allocable under the terms of cost reimbursement contracts.

### Follow-Up Findings

Prior state auditor reviews showed that the EEC had no record of follow-up on providers due to untimely follow-up by contracted monitors; misplaced corrective action plans and other correspondence; and misplaced records. Without these documented reviews, the agency had no way of knowing whether the provider initiated corrective action on deficiencies or noncompliance issues, and whether ineligible costs existed and reimbursement was due, the auditor said.

The state auditor's follow-up review found that the new audit resolution staff conducted follow-up assessments of these providers, determining that corrective action plans were submitted and all issues regarding potential ineligible costs were resolved.

Past reviews also showed that the EEC did not follow up to ensure that subrecipients took appropriate and timely corrective action to address Circular A-133 audit findings. The agency's new fiscal monitoring guide includes detailed procedures for conducting financial reviews and follow-up on A-133 audit findings. "The financial reporting system allows the EEC to review the current financial condition of [providers] in a standardized format, and perform vendor comparative analysis for the most current five-year reporting period to determine provider stability," the auditor said. "This analysis is used in performing annual contract service provider risk assessments."

The state auditor encouraged the EEC to continue using the new subrecipient monitoring process to ensure federal and state funds are used for authorized purposes. The EEC noted that its new procedures have helped it meet new reporting requirements under a 2007 Administration for Children and Families rule requiring states to measure and report improper payment rates in their Child Care Development Fund spending. The regulations establish a three-year rotation cycle for reporting improper payments. Although Massachusetts is in a cycle of states that has until September 2009 to report errors, it has already completed many phases of the reporting process and has submitted certain deliverables to ACF.

See State Audit, p. 8

### Targeted Efforts (continued from p. 3)

June 30, 2008, fiscal year end. Although the reports were due nine months after the end of the fiscal year (i.e., March 2009), seven of 13 states sampled requested an extension.

"Automatically, that pretty much guarantees you're going to go a full year without knowing your findings and weaknesses and being able to fix them, and those weaknesses will be hanging around for another year," she said. "That illustrates to us the timing problem with single audits if they are going to be used as proactive tools for discovering where the weaknesses are and getting them fixed up-front."

Fellow panelist Danny Werfel, deputy controller of the OMB Office of Federal Financial Management, said that OMB is taking steps to ensure single audit activities assessing risk of Recovery Act programs are given high priority. "We're looking at other strategic ways going forward to see about moving lower priority, or Type B activities, out of the sphere so that we are making room for more Recovery Act review," he said.  $\hat{\mathbf{n}}$ 

### State Audit (continued from p. 7)

### Accounts Receivable

The state auditor also found that despite improvements in it accounts receivable system, the agency is not directing funds back to certain federal projects. A prior audit found that the EEC did not use the state's Billing Accounts Receivable System or have its own approved accounts receivable system, and its internal controls plan did not reference state requirements for an accounts receivable system.

In June 2008, the agency implemented the state system and updated its procedures for monitoring and reconciling accounts receivable. However, the EEC continued to credit all recoupments to the state's general fund without the ability to re-obligate funds back to the EEC's federal awards where appropriate. Child Care Development Fund regulations allow grantees to re-obligate certain unliquidated or recouped funds within the year the award was made, or within the succeeding fiscal years.

The state auditor recommended the EEC work with the state comptroller and ACF to establish procedures to either reallocate recouped funds back to EEC's federal awards or to reimburse the federal government, where necessary. The EEC said it was working with the state comptroller to resolve this concern.

### For More Information

The Massachusetts state auditor's report is available at http://www.mass.gov/sao/Audit%20 Reports/2009/2009083716s.pdf. \(\hat{\hat}\)

### Single Audit Sampling Project — A Closer Look

Along with making recommendations to revise single audit standards, criteria and guidance, the National Single Audit Sampling Project conducted by the President's Council on Integrity and Efficiency and the Executive Council on Integrity and Efficiency, now the Council of the Inspectors General on Integrity and Efficiency, reported deficiencies among auditors that were due simply to lack of professional care. The following is the 14th in a series of synopses highlighting certain findings in the study:

Office of Management and Budget Circular A-133 §\_\_520 specifies the criteria for determining if a major program should be categorized as either a large (Type A) program or as an other (Type B) program. This determination requires auditors to compute a threshold amount. For programs or clusters for which expenditures of federal awards exceed the threshold, the program or program cluster is a Type A program; otherwise, the program is a Type B program. OMB Circular A-133 §\_\_505(d)(1)(viii) requires that the computed threshold amount be identified in the report.

Errors in calculating the threshold can impact proper selection of major programs. The PCIE found errors in the threshold computation for about 4.7 percent of all audits sampled. For three of the audits sampled, the error resulted in major programs not being properly determined,  $\hat{\bf n}$ 

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AMY KERSHAW, ACTING COMMISSIONER

January 20, 2009

Mr. Howard Olsher Director of State Audit Office of the State Auditor 1 Ashburton Place Room 1819 Boston, Massachusetts 02108

Dear Mr. Olsher:

I would like to thank you and your staff for the courteous, professional, and helpful manner exhibited in conducting the Fiscal Year 2008 single audit at our agency. This review, as last year's, has been of great help to our agency as we fulfill our mission to continuously improve the quality, affordability, and accessibility of early education and care for the families and children of the Commonwealth. We appreciate your recognition of EEC's efforts to rectify two of the three audit findings from Fiscal Year 2007 and submit the following response for your consideration.

Response to Audit Finding #1: Sub-recipient Monitoring EEC has made significant progress in addressing this Fiscal Year 2007 audit issue. We restructured the fiscal monitoring unit and hired an experienced audit professional as EEC's Director of Audit Resolution. In addition, since the audit, EEC has increased the number of Fiscal Monitors from one to four. The new Director of Audit Resolution has developed a comprehensive system of internal controls to ensure compliance with all mandated monitoring and reporting requirements for the approximately 300 contracted social service providers receiving these funds. In doing so, EEC has built upon the strengths of its current system, while including new procedures to specifically address the auditors' concerns regarding timeframes for on-site monitoring and follow-up, eligibility, financial review and recoupment. These controls will ensure that federal and state funds are used only for their authorized purposes and in compliance with relevant laws and regulations.

We are also pleased to report that EEC has another direct opportunity to monitor eligibility determinations performed by sub-recipients through the federally mandated Improper Authorization for Payment initiative. On September 5, 2007, the Administration for Children and Families (ACF), the agency that oversees the Child Care Bureau (CCB), issued a final rule to revise the Child Care Development Fund (CCDF) regulations to require states to measure and report on error rates in their expenditure of CCDF funding. The new regulations focus on the measurement and reporting of errors made in eligibility determinations and payment authorizations because ACF believes that improper authorizations are the source for many improper payments. Given that eligibility and authorization are the first steps in the child care subsidy process, errors made in these two steps are likely to affect the administration of the entire subsidy program. As such, the methodology for measuring improper payments outlined in the new regulations focuses on eligibility determinations and requires states to review a sample of their child care subsidy case records for the preceding federal fiscal year (October 1<sup>st</sup> to September 30<sup>th</sup>) in order to determine whether these subsidies were properly authorized.

The regulations establish a three year rotational cycle for the reporting of improper payments, with the first group of states required to complete their case reviews and submit their reports to ACF by June 30, 2008. States in the first reporting group will examine errors during federal fiscal year 2007. Massachusetts is included in the second reporting cycle and, therefore, will be reviewing errors during federal fiscal year 2008 (October 1, 2007-September 30, 2008). Although Massachusetts has until June 30, 2009 to complete its case reviews and submit its error rate report to ACF, we have already completed many phases of the reporting process and have submitted certain deliverables to ACF since October 2008.

### Response to Audit Finding #2: Procurement

The FY2008 single state audit includes a finding related to EEC's non-compliance with the Commonwealth's competitive procurement requirements under 801 CMR 21:00. While the Department is still in the process of coming into full compliance with these requirements, the Procurement Management Team (PMT) has made very significant progress in organizing a competitive bid for the Income Eligible Financial Assistance contract program, the Department's largest contract, which will be posted on the Commonwealth's procurement website (Comm-PASS) within the next six weeks.

Upon completion of the procurement process for this contract, the PMT will follow the same work plan to put the remaining contracts out to bid according to the schedule shown in the table below.

Contract	Fiscal Year				
Voucher Management	Research & Plan 2009 and award in 2010				
Supportive	Research & Plan 2009/2010 and award in 2011				
Other Contracts	Research & Plan 2009/2010 and award in 2011				

The PMT did experience a delay in moving forward with the Income Eligible contract bid during the early part of calendar year 2008, due to significant changes in leadership at the Department and Board level. However, in June of 2008, the PMT engaged a new project manager and adopted a detailed project plan, making steady and constructive progress throughout the remainder of the year. The Board of Early Education and Care approved the criteria and guidelines for the Request for Response (RFR) recommended by the PMT on January 13, 2009 after discussing the procurement at four Board meetings since September, 2008. The PMT expects to continue this steady progress culminating with the award of bids in June of 2009.

The January draft of the FY2008 audit findings indicates that "little activity has taken place concerning the re-procurement of services...identified in the prior report." However, a great deal of work has been done outside of the review period covered by the audit (June 2008 through December 2008). Much of the work conducted during the period of observation was related to the project's research and planning activities. This research also included a comprehensive assessment of early education resources for each of the 351 cities and towns in the Commonwealth, a survey of the services provided through contracts with Family Child Care Systems and research into the child care procurement practices in other states.

Additionally, the PMT issued a Request for Information (RFI) in October of 2008 to collect program quality data from interested providers and to test the feasibility of potential policy changes. The Department received a very strong response to the RFI, with more than 300 licensed center-based providers, 57 family child care systems and 100 school districts responding.

The Department is eager to share any additional information on the Income Eligible RFR that your office may request.

### Response to Audit Finding #3: Accounts Receivable

EEC has made significant progress in addressing this audit finding from Fiscal Year 2007. We developed and maintain a detailed accounts receivable tracking and reporting system (BARS) and have revised our Internal Control Plan to include detailed procedures for maturing, monitoring, and reconciling accounts receivable.

Subsequent to implementation of BARS in June 2008, as detailed in your report, it was determined that limitations inherent in this system preclude EEC from properly crediting disallowed sub-recipient funding to be accurately tracked and recorded as either due back to EEC for re-obligation or due back to the federal government and accordingly credited. EEC is currently working in conjunction with the Office of State Comptroller (OSC) to resolve this matter to ensure that all disallowed sub-recipient funds are either re-obligated or returned to the federal government.

Again, thank you for the time and effort that you and your staff have put into understanding and analyzing our current policies, practices, and procedures. I look forward to working with you as we move forward to create the best possible services for the Commonwealth and the best possible outcomes for children and families.

Sincerely,

Amy Kershaw

cc: Ron Twing, Audit Manager

### INDEPENDENT MASSACHUSETTS OVERSIGHT ENTITIES

### State Auditor

The Office of the State Auditor (OSA) operates under the direction of State Auditor A. Joseph DeNucci, an independently elected constitutional officer.

### AUDIT OPERATIONS

The OSA audits the agencies of state government to ensure that funds are spent in an appropriate manner. In so doing, the State Auditor provides the Governor, Legislature, auditees, and the public with an independent financial, managerial, and technical assessment of the state's agencies, activities, contracts, and programs.

The OSA also has significant contract-related oversight responsibilities including reviews under the state's Privatization Statute, the audit of vendors and contractors that do business with the Commonwealth, and special contract audits. In addition, the State Auditor has the discretion to conduct special fraud audits throughout local government, when requested by the local governing body. In carrying out its responsibilities to ensure compliance with state and federal law, the OSA works closely with law investigations, and providing technical assistance.

All OSA audit results and recommendations are intended to assist agency and program administrators by indicating areas where accounting and administrative controls, financial operations, program results, efficiency, and effectiveness can be improved. The OSA is not simply a critic, but is an agent, an advocate, and a catalyst for improved management and delivery of government services.

The OSA conducts financial, performance, and information technology audits in accordance with "Government Auditing Standards" issued by the Comptroller General of the United States. These standards are known in the profession as Generally Accepted Government Auditing Standards (GAGAS) and as the Yellow Book Standards. OSA activities include the following objectives:

- Determining whether the Commonwealth's resources are properly safeguarded;
- Determining whether such resources are properly and prudently used;
- Evaluating internal controls to help insure integrity in financial management systems;
- Determining whether computer systems and technology environment meet control objectives regarding security, integrity, and availability;
- Evaluating management's economy and efficiency in it use of resources;
- Determining and evaluating a program's results, benefits, or accomplishments;

• Ensuring that all audit results are fully disclosed to the public and the auditees.

### DIVISION OF LOCAL MANDATES

The State Auditor's Division of Local Mandates (DLM) works to protect cities and towns from unfunded mandates and also makes recommendations to provide state funding for important local programs. DLM's responsibilities are as follows:

- Determining the financial impact on cities and towns of proposed or existing state laws or regulations;
- Responding to requests for opinions and cost studies from individual legislators, legislative committees, municipalities, and governmental associations regarding potential mandates; and
- Conducting cost studies on any state law or regulation that has significant cost, impact, and making recommendations to the State Legislature based on the results.

### BUREAU OF SPECIAL INVESTIGATIONS

The State Auditor's Bureau of Special Investigations (BSI) is charged with the responsibility of investigating fraud within public assistance programs. In addition to investigating fraud, which results in the referral of millions of dollars for recovery annually, BSI focuses on fraud prevention and participates in recovery activities. BSI's role in combating fraud and recovering funds that have been wrongfully paid helps to safeguard the state's financial assets and protect important benefit programs.

### Inspector General

The Office of the Inspector General was created by Chapter 388 of the Acts of 1980; its enabling statute is Chapter 12A of the General Laws. The Governor, State Auditor, and Attorney General appoint the Inspector General to a five-year term.

The Office's mission is to prevent and detect fraud, waste, and abuse in the expenditure of public funds. (M.G.L. c.12A) **Preventing** fraud, waste, and abuse before they happen is our principal objective. Toward that end we employ a **three-part prevention strategy:** 

Timely intervention - that is, intervening in situations before fraud, waste, or
abuse occurs. For example, the Office reviews every bill filed in each session of
the General Court and, when appropriate, recommends amendments to help
protect against fraud, waste, or abuse. The Office also provides assistance to
public agencies. For example, the Office has provided technical assistance to the
Central Artery/Third Harbor Tunnel Project when requested, and sometimes
reviews requests for proposals or invitations for bids for major, complex
procurements.

- Dissemination of lessons learned by letting jurisdictions know about issues that
  should be of interest to many public officials. For example, we distribute many of
  our reports to agencies that we think may be able to use the information, and we
  use our Procurement Bulletin to inform local officials about the results of our
  work in other jurisdictions.
- Capacity building involves providing training and technical assistance to public
  officials. The Massachusetts Certified Public Purchasing Official program, our
  procurement manual, and our Procurement Bulletin are examples of our capacity
  building efforts.

**Detecting** fraud, waste, and abuse when they do occur is important. The Office conducts civil and criminal investigations and works with the Massachusetts Attorney General, the U.S. Attorney, and district attorneys to prosecute cases of individual wrongdoing. In some cases the Office reports matters to the State Ethics Commission or agency heads. Investigative results are also considered for identification of opportunities to prevent similar problems from arising in the future.

### **Attorney General**

The Attorney General is an independently elected constitutional officer who serves as the chief lawyer and law enforcement officer of the Commonwealth of Massachusetts. As such, she represents the Commonwealth in many matters in which the Commonwealth is a party.

In addition, the Attorney General is a resource to residents who are facing challenges in the area of consumer protection, fraud, civil rights violations, health care, and insurance issues.

### Organization of the Office of the Attorney General

The Office of the Attorney General is comprised of five bureaus: Executive; Business and Labor; Criminal; Government; and Public Protection and Advocacy. Each bureau is divided into one or more divisions and units, described further below.

### Executive Bureau

The Executive Bureau provides administrative and policy-making support for the substantive divisions of the Office, as well as the operational, information technology, human resources, and fiscal management services for the Office. The Executive Bureau includes the First and Deputy First Assistant Attorneys General, the Chief of Staff, Special Counsel, and the Law Library. Divisions within the Executive Bureau include: General Counsel's Office; Policy and Government; Community Information and

Education; Information Technology; Human Resources; Communications; Budget; and Victim Services.

### Business and Labor Bureau

The Business and Labor Bureau works to develop clear rules and parameters for the business community and all stakeholders to follow. The Bureau helps to promote a healthy economy by balancing regulatory enforcement and review with advocacy for ratepayers, consumers and workers. The Bureau also plays an important role by focusing on fraudulent acts and practices that occur in the context of commercial relationships. The Bureau works to prevent rising government costs caused by fraud involving business or medical services provided or regulated by the government and to level the playing field so that no company can gain an unfair advantage by breaking the rules. The divisions within the Business and Labor Bureau include: Energy and Telecommunications; Fair Labor; Medicaid Fraud; Non-Profit Organizations/Public Charities; and Business, Technology and Economic Development.

### Criminal Bureau

The Criminal Bureau investigates and prosecutes a wide spectrum of criminal cases and also focuses on prevention and educational efforts to support public safety and quality of life for all Massachusetts residents. The office focuses on cases that reflect the statewide jurisdiction and areas of investigative and prosecutorial expertise not addressed by other law enforcement offices, particularly in the protection of taxpayer funds and the integrity of governmental agencies. The Criminal Bureau includes the following divisions: Appeals; Cyber Crime; Corruption and Fraud; Insurance and Unemployment Fraud; Financial Investigations; Environmental Crimes Strike Force; Enterprise and Major Crimes; and the State Police Detective Unit.

### Government Bureau

The Government Bureau represents the Commonwealth, its agencies and officials in many types of civil litigation, as well as defending Commonwealth employees from civil claims made against them resulting from the performance of their duties. The Bureau develops and maintains close working relationships with agency counsel and provides them with information and advice on matters of broad common interest, particularly where advance consultation may prevent unnecessary litigation. The Government Bureau also initiates affirmative litigation on behalf of the Commonwealth when such litigation is in the public interest and has significant monetary value or raises legal or policy issues of concern to the public and the Commonwealth. The Bureau has two divisions, Administrative Law and Trial, and a Municipal Law Unit.

### Public Protection and Advocacy Bureau

The Public Protection and Advocacy Bureau uses investigation, analysis, affirmative litigation, and other advocacy to advance the Attorney General's statutory and

constitutional responsibility to enforce laws protecting the public. The Bureau focuses on a wide range of issues, including: equality and civil liberties for all; clean air, land and water; fair and competitive business practices in the areas of consumer protection, antitrust, and financial services and insurance; and access for all to affordable, high-quality health care. The divisions within the Public Protection and Advocacy Bureau include: Antitrust; Civil Rights; Consumer Protection; Environmental Protection; Health Care; Insurance and Financial Services; and Investigations.

# AN ACT MOBILIZING ECONOMIC RECOVERY IN MASSACHUSETTS BILL SUMMARY

### AMENDMENTS TO STATE UNEMPLOYMENT INSURANCE LAWS

This proposal enables the Commonwealth to receive \$108,455,561 in additional federal incentive payments by amending our unemployment insurance laws. To capture these funds, a change in state law is necessary. Currently, the state's Division of Unemployment Assistance permits employees in a recognized training program to receive up to 18 weeks of additional unemployment insurance benefits while participating in the training. To access the newly available federal funds, the state must increase the time period from 18 weeks to 26 weeks.

# INCREASE THRESHOLDS FOR APPLICATION OF THE DESIGNER SELECTION LAW

Current law provides that contracts for design services costing less than \$10,000 or contracts for construction costing less than \$100,000 are exempt from the Designer Selection Board ("DSB") approval process. This proposal would increase those thresholds to exempt design services costing less than \$25,000 and construction contracts costing less than \$250,000. This proposal also eliminates the requirement to advertise design service projects in the newspaper. The governor's procurement task force estimates that this proposal could potentially reduce the time required for advertising and going through the DSB process for smaller projects by at least 3 months.

### STREAMLINE DSB PROCESS

Current law provides the DSB with jurisdiction over the selection of architects, engineers and construction managers providing design services in connection with public building projects over specified dollar thresholds. Existing law contains different DSB quorum requirements depending upon the nature of the project at issue. This proposal simplifies the statute by creating a single quorum requirement for all ARRA funded projects falling under the DSB's jurisdiction.

# INCREASE THE THRESHOLDS FOR DCAM TO DELEGATE TO PUBLIC AGENCIES THE AUTHORITY TO CONTROL PROJECTS

Current law authorizes state agencies to control their own building construction projects on projects costing less than \$100,000. Existing law also provides that DCAM may delegate project control to state agencies on projects costing between \$100,000 and \$1 million. To facilitate and expedite agency building construction projects, this proposal will increase the thresholds to \$250,000 and \$2 million, respectively.

### MODIFY STUDY REQUIREMENTS FOR LARGER PROJECTS AND ELIMINATE STUDY AND ENCUMBRANCE REQUIREMENTS FOR SMALLER PROJECTS

Current law requires formal certification of design studies before the designer can proceed with the final design phase of a project. The administrative steps associated with the study certification process can delay the start of final design. This proposal eliminates the current time consuming administrative steps required for certifying a study and allows the study designer to move more efficiently into the final design phase. This legislative proposal also provides an exception that will allow design work for ARRA-funded maintenance and repair projects costing under \$250,000 to proceed provided the agency head certifies that the project can be accomplished within the appropriation or authorization and that there are funds available to pay for the design services. The governor's procurement task force estimates that this proposal will save up to 60 days in the process of getting projects initiated.

### INCREASE THE THRESHOLDS FOR SMALL BUILDING PROJECT PROCUREMENTS

Currently, public agencies must comply with advertising and competitive sealed bidding procedures for small building projects costing between \$25,000 and \$100,000. This proposal increases the lower threshold from \$25,000 to \$50,000, thereby allowing awarding authorities to proceed more efficiently and expeditiously to make small repairs and complete minor projects. The governor's procurement task force estimates that this will save awarding authorities over 60 days in the procurement process for these small projects.

### INCREASE THE THRESHOLD FOR PROJECTS REQUIRING PAYMENT BONDS TO \$25,000

Current law requires state construction contracts that cost more than \$5,000, and other public construction contracts costing more than \$2,000, to post surety bonds in an amount not less than one half of the total contract price. This proposal amends the law to increase the bond threshold to \$25,000 for both state and other public contractors to enable smaller contractors (including small, minority or women-owned businesses) to participate in the process.

### REVISE ADVERTISING AND BIDDING THRESHOLDS FOR SMALL PROJECTS

Currently, public agencies must comply with extensive advertising and bidding procedures for small projects costing between \$10,000 and \$50,000. This proposal will relieve agencies from the public advertising requirements, and allow for awarding authorities to proceed more efficiently and expeditiously to make small repairs and complete minor projects while preserving competition and the public interest. This proposal increases the threshold for requiring certain "sealed bid" and advertising

requirements in small projects from \$25,000 to \$50,000. The governor's procurement task force estimates that this will save awarding authorities over 60 days in the procurement process for these small projects.

### STREAMLINE SELECTION PROCESS WHEN UNREASONABLY HIGH SUBBIDS ARE RECEIVED WITHOUT COMPETITION

Under current state law, awarding authorities must solicit bids not only from general contractors but also from certain categories of sub-contractors. With respect to subcontracts, awarding authorities sometimes receive fewer than 3 sub-bids. In addition, when there are just 1 or 2 bidders, the sub-bids that the awarding authority receives are often unreasonably high. Under current law, the awarding authority must either accept the unreasonably high price or delay the project by re-bidding the subcontract, sometimes multiple times. This provision permits the awarding authority, as an alternative, after re-bidding at least once, to opt not to re-bid the subcontract but instead to assign the work to the general contractor within the general contractor's estimated cost. The governor's procurement task force estimates that this legislative proposal will save an awarding authority over 2 months when faced with the situation described above.

### ESTABLISH A STANDING LIST OF PREQUALIFIED CONSTRUCTION MANAGER AT RISK FIRMS

State law permits the use of "construction manager at risk firms," which are defined as firms that enter into contracts to provide construction management services on a public building project at a guaranteed maximum price. Currently, construction manager at risk firms must be separately prequalified on each individual project for which they wish to bid. The project by project prequalification process, combined with the increasing number of project applicants, slows down the approval process. This proposal allows DCAM to prequalify firms for placement on a standing prequalification list, following which firms may submit proposals on multiple projects. According to the governor's procurement task force, this proposal will reduce the administrative and consultant costs of conducting the prequalification process, save at least 2 months per project in the procurement of construction manager at risk firms, and allow for more expedited projects.

### CONDENSED PREQUALIFICATION PROCESS

Current law requires certain general contractors and subcontractors to be prequalified following consideration of certain defined criteria. This legislative proposal will provide awarding authorities subject to the law with relief from some of the administrative burdens of the prequalification process by allowing them to rely on DCAM certification files for several prequalification criteria categories deemed to be duplicative of the DCAM certification application and review process. The governor's procurement task force estimates that this proposal can save awarding authorities up to 90

days in the course of prequalifying interested general contractors and subcontractors to bid on a project. Accordingly, this provision would allow projects to move toward bidding and contracting in a more efficient way without sacrificing the quality of contractors.

### INCREASE INCENTIVE PAYMENTS TO CONSTRUCTION MANAGEMENT AT RISK FIRMS IN SPECIAL CIRCUMSTANCES

Current law caps the incentive payments that public agencies are authorized to pay construction manager at risk firms at 1% of the project's total construction costs. This legislative proposal would add a provision that under special circumstances, when unique project requirements and circumstances warrant, public agencies may increase the incentive payment to 1½ % of the estimated construction costs. According to the governor's procurement task force, this proposal will encourage construction contractors to expedite the project schedule and subcontractor selection or to minimize costs.

### A+B BIDDING

Under current state law, "horizontal" construction contracts (i.e., road and bridge contracts) must be awarded to the lowest responsible and eligible bidder. To facilitate compliance with ARRA's "use-it-or-lose-it" deadlines, this provision allows ARRA-funded horizontal construction projects to be awarded using what is termed "A+B bidding," which means cost plus time bidding. With this change, agencies would be able to factor in the amount of time it will take a bidder to complete a project in addition to the cost.

### MASSACHUSETTS WATER POLLUTION ABATEMENT TRUST BOARD REVOLVING FUNDS AND FUND TRANSFERABILITY

Under current state law, Massachusetts Water Pollution Abatement Trust ("MWPAT") loans must carry a 2% interest rate. ARRA requires states to provide a deeper subsidy for clean water and drinking water programs, which means that we must amend state law to authorize the MWPAT board to distribute monies from the state's revolving fund pursuant to terms that are consistent with federal law. ARRA also provides additional money to the Clean Water fund and provides states, if their law permits it, with a limited ability to transfer funds between Clean Water and Drinking Water funds. This proposal amends state law to authorize this transferability, which will allow additional resources to be applied to the Drinking Water program.

### COMPTROLLER MAY AUTHORIZE EXPENDITURES WHEN THERE IS A TIMING DISCREPANCY

This proposal provides that the comptroller may authorize department encumbrances and expenditures in anticipation of federal ARRA funds. This change will help to accommodate timing discrepancies between the receipt of revenues and related

expenditures. Prior to authorizing the expenditure, the department head must certify available accounts in the fiscal year.

### MATCHING FUNDS

This legislative proposal establishes a process for departments to follow when receiving ARRA federal funds that require matching funds. The proposal would require applying departments to notify the Secretary of A&F of the requirement, and the A&F Secretary would then direct the comptroller to create matching accounts to allow expenditure without further appropriation. The Secretary of A&F must notify the joint committee on veterans and federal affairs and the ways and means committees of this action

### POOL ADMINISTRATIVE COSTS

To accommodate timing discrepancies and the rigid deadlines for using ARRA funds, this proposal authorizes the Secretary of A&F to allow the pooling of administrative costs of implementing ARRA projects into trusts and then gain recovery on those costs. This proposal enables the state to efficiently administer the programs.

### SPECIAL TRANSFER FOR UNEMPLOYMENT INSURANCE

Pursuant to ARRA, the federal government will be making a special transfer of \$11,620,239 to the Commonwealth for certain limited unemployment insurance administrative purposes. This proposal permits the limited use of these funds without further appropriation.

### APPRENTICESHIP TRAINING REQUIREMENTS

This proposal would require that at least 20% of the labor hours on ARRA-funded construction projects costing \$1 million or more be performed by apprentices, as defined by G.L. c. 23, §§11H, 11I.

A major goal of ARRA is to create jobs. The apprenticeship training program is a proven method for creating jobs for the long-term unemployed and otherwise disadvantaged populations. The apprenticeship program creates jobs and ensures jobs with middle-earning capacity and skills. This is a cost efficient workforce development tool and the most affordable option available to workers and employers. Moreover, employers with registered apprentice programs are more likely to be Massachusetts employers.

### EMPLOYEES HIRED TO WORK ON ARRA PROJECTS WILL BE FUNDED BY ARRA

This proposal provides that employees hired to perform work related to ARRA will be paid through accounts established solely for the purpose of effectuating ARRA. The proposal prohibits the expenditure of funds not related to ARRA on ARRA-related employees. It also prohibits the expenditure of ARRA funds on projects or employees not related to ARRA. This provision also clarifies that ARRA-related positions will be eliminated once the federal funding ends.

### EMPLOYEES HIRED AND PAID FROM ARRA FUNDS ARE NOT SUBJECT TO CIVIL SERVICE

This proposal provides that employees hired by the state and paid from federal funds provided by ARRA are not subject to the state's civil service laws.

### TECHNICAL ASSISTANCE AND CAPACITY BUILDING PILOT PROGRAM

This proposal will create a pilot program that provides technical assistance and capacity building to promote, encourage and facilitate the participation of minority and women owned business enterprises and small businesses in ARRA-funded public construction and public works projects.

### ESTABLISH SURETY BOND GUARANTEE PROGRAM

This proposal authorizes the creation of a surety bond guarantee program to prescribe and guarantee any surety against loss resulting from certain bond breaches for ARRA-funded contracts costing up to \$250,000. A report on the issues confronting women, minority and small contractors shows that these groups sometimes have difficulty obtaining bonds. This proposal removes this barrier to participation in ARRA-funded procurement projects.

### REPORTING REQUIREMENT

This proposal requires any entity located in the state that receives ARRA funds to provide information to the state regarding its use of the funds pursuant to reporting requirements established by the Secretary of A&F. This provision will ensure transparency, accountability and efficiency.

### JOB POSTING REQUIREMENT

This provision requires employers on all ARRA-funded projects to post notices of employment opportunities on the Commonwealth's central job bank

### **MINI-COBRA PROVISION**

This provision amends the Commonwealth's min-COBRA statute to provide individuals with the same extended election period provided to COBRA-covered individuals under ARRA.

### STATE LEGISLATIVE REPORTS

These provisions direct the filing of periodic ARRA status reports with the state legislature.

### **DEBARRED CONTRACTORS**

This provision prohibits debarred contractors from bidding on ARRA-funded projects.

### ADOPTION OF TOTAL UNEMPLOYMENT RATE TRIGGER

Pursuant to the Federal-State Extended Unemployment Compensation Act of 1970, this provision authorizes the Commonwealth to adopt a trigger for extended unemployment benefits that is premised on the total unemployment rate ("TUR"). Should the trigger go "on", it will allow individuals extend their unemployment benefits by an additional seven weeks.



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# Commonwealth of Massachusetts Infrastructure Mobilization Effort - State-Reviewed, Show

Taskforts	Project title	Popul tecopolida	Total Federal Act Request (5)	City Town
Education Facikies - Charter Schuds	Haingden Charter School of Science - classricen alteraturs		\$250,000.00	Chscopee
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Education Pacifices - Charles Schools	Hantyderi Charter Schliol of Science - emicoratettal upgrade	,	\$100,000,00	Chicapae
Education Pacificys - Charter Schools	Francis W. Panker Charter School - Wedow Replacement	Helikos off wildbas to allow main exercy efficiency in the Pedaling spats,	\$550,000,00	Demens
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Education Facilities - Charter Schools	Neighborhood House Charter Settuck - HVAC Unit		\$175,950,00	Sarchasier
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conts approximately 1952 square yaves. An excitational 1952 square yords will be exclusived in the foot of the building and 2058.

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Smirrantly Charter School -

Schools Education Papieres - Citator Schools

\$610,000,00

position in the productive prints, a new root has resolved on the solved with Carolin Carolin Extend in Extending the Second in Extending Second in titute Caroline Second I

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# Commonvealth of Massachusetts Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List Instateut

er School PVCRCS - IAQ		
	Remove 13,000 sysh old darper, a source of adequates and deplaces with lenderum,	1813
removations		
ducation Facilities - Chartes   PVCI Charter School -PVCIOS - Update spetiate system	Opdate system to bring into code completion	520
Sprinklers		
utucation Facilities - Ctienter   PVCI Charter School -FVCICS - Add bathaloms (not seeks	Add cattaionns and souts to Kindlesgation paid goo deschingarings soums, Add uras Add battaoon,	\$95
Pauriting		
Studention Pacificity - Charter (PVD) Charter Schaut PVC)CS - Add shotstook and enclass	Add Obelship and diediste the nather wall of the gain and caldiscipin	802
Brsubban		_
lucation Pacifilias - Charter PVCI Charter School -PVCICS - Inold Renovate numby securitymes areas	MS 3/6/6 k	18
(remadastan		
discation Facilities - Charter (His View Mantaspari Charter Public 151,050 Sq. Ft. Boatsing Ri	51,000 St. P. Baldhan Françaison, rold regular surpreposation relation relation enhance and enhance collection access leading relation relation relations from recently from	8.12
on Chanter	cottabilitionis. Replacement and recognition of HVAC systems. Impairable building industricture for compliance with fire coulds, like autory coolers. Medifications, indexings and	
Public School Renovation	ontenues for ADA complance. Estacatérnal potracisty sinactuature gagades, latodacing energy efficient lighting power systeme, tholding is careenty not a school, change of use appear, any suspector scene, and	
Groation Packlas - Charter   Steet His Horace Mont Charler Stanon - Inglace and custal new ro	Seven Hill House Marin Charles Sunsoil Inspliced and state designed regarders that the state charles state to show the designed of the purposes of electricity. Include the residue to designed and account to several transfer and the case of the ca	\$5.0
Project Green generalized generalized for studiest fearning	1860	_
ducalose Facilities - Charter   Saver Hill Morsoe Mans Charler Scrool Jestoli lydroposis equipm	SWAT PBI Mores Mario Charles Scrool Histoli Indirepose equipment in examing queerbouse for scrool leaguest and use in occasion galders.	259
Project Green		_
ducelone Facilities - Charles - Charles - Charles - Charles Salver Fed Marin Charles Subside Subside Salver Fed Marin Charles Subside Subside Salver Fed Marin Charles Subside	d for milite kulturg as evder to zet skalfolatog for histor projects	100
Project Green		_
Gudalton Pacities - Charter (Histown Cooperative Charter Public (Full renavation of 2000 so	Plat ensuration of 2000 square less to create two middle school dispressives that are tube complete with school publics and select squarements. Technology laterature is less characters to	1613
Charter School -	The school weeks to are also all the appropriate technickers to make be actual into a completely whereas to also will help with the cannot a stand a some points are also as the contract of t	530
Wareless Expansion	r i	
Aucaton Facilities - Charler Protypie Conneunsy Charler School - Installation of position light	Installation of controls digiting to beginned such strategy for a subsection of sold studies ground and studies gold sold such as a such subsection of solds.	25
Existing Safety Septiting		
ductation Pacifists - Chatter Holypika Cukhtsundy Chapter School - Installation of a Modelfor	Installation of a viccompany and freed had water bester. The average will be just and the published propagation for the published system. The published make more than a solice in the published system.	51.5
Upprado of HVAC System (Habs file as to a manama	itabs for act to a maximum of 85 degrees and the secondary system will heat the violet to a costimum of 110 degrees which will resiste the burden skeool on our HYAC system.	
unity Charter School - 1	Ow persent roof is a Frenche System which is designed to be a varietie of comparient. It has person into be a validate desiral ovarpasses of the tool beforeber. Therefore, the	51.8
Rood Walkenays	stablisher of the Freshoop Wydem will be installed, Stating by the roof access point, in all mechanical devices requiring sendon. An area anemal those sendop uses will be covered with the Freshoop System.	
Database Paciatos - Charter Hatycke Commountly Chartes School - Innsall a 2 han Palesu Duck Capods	proxibility of the Principles Sull Species or purple, sulf-sull-sulf-sulf-sulf-sulf-sulf-sulf-	12

\$20,000,00

The NACLE district Public Ratio Squares as some to send the Statement 2008. You will City moved to be builting in August 2008, the builting was not contributely surpayen may be forested to the send to be presented to the send to be 
'n bebenin Rhausswere Chenin Pades Stand proposes in info-sie tinde enter A-26 grains visional benin canoni 15 stany bubbing on Stand Stand in 140 Babb Bab I to a mose opnotione it acres the Part Law Author Babb Bab I was not proposed a Standard Standard Bab Bab Bab I and the mose creately became of benefits of benefits of the mose creately became to be more more of standard to be more creately became of the more creately became to be more or creately became of the more creately became of the more creately became of the more creately became or the more create

poder 12 sociale Bajoq Bats and 29 nounaine enhistorants on the empoderal bands of trus southers. Absi to provide Veneral to staff is utilize betracking or the Obsessore.

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-Task Fores	Propertities	Project dascription	Total Federal Act Request (5)	Citye Yearn
Education Facilités - Chatter Schools	MAXTON Canader Pubbe School - Adjacent Building Renovation at Müstle School	The Conference of the Conferen	\$472.003.08	Jemisca Plsin
Edecution Facilities - Charter Schools	Controvers Day Calation Public Bathodi Esweeten - COCPS Errorgy Efficiency Feacibles Erresmeattent		\$4,620,000,000	Lawrences
Chucaton Fadilites - Charter Schools	Exercence Fantey Development Chana School -Upper School Building Replacement Windows		\$288,000.00	L.Parmics
Édwashan Padiñes - Charter Sorgals	Canvence Faidly Developises Charler School - K1 Program/Cuintais Family Center Budding Replacement Winsbyzs	Dr. reuling is 44 Februard Strete Versions and 19 Februard Strete Checkward Program beyond, That as 19 Februard Strete Checkward Program beyond, That as 19 Februard Program beyond, That as 19 Februard Strete Checkward Strete Ch	\$105,000,00	Lawrence
Sidvication Feotrids - Charter Sidvicts	Linvence Family Development Chains School Alpper School Building Fise Ars Center	This is the defining that and Tippes School selecy may transact and entirested, in every stable for page in the houling in house visit. Five Aris Conter, The Proceedings is such that Conter, The Proceedings is such solver for the Aris Conter, The Proceedings is such to the Aris Conter, The Aris	\$105,000,00	Lawfelice
Education Facilities - Cluster Seneots	Landenco Fainty Development Coater School Azwer School Building Roof Replaceroeil	Of used results factors as 3 has Steen here a septiation where known power, in active or the values of the falling set dates dates dates and set of the fall of the set of the s	548, 100, 00	Laterance
Educator Pacitives - Charter Schools	Lawrence Farrily Development Chanter Sonodi -Upper Schooli Cynthiusiom Ale Contlifioling	When not trape Zoons taking sevenents we also build two consorted by a generation, the file in a hard has a second of the way companies to a proper by a taking the air conditioning, but the file way is companied to a proper by a taking the air conditioning, but the two and it file way.	540, 000, 00	Laserence
Educator Facilités - Charler Schools	Loved Corinvanty 0486000 55886 system for file storage and upgrade to archining files	The doubs of this pudent of the accided to debit by spellent to the secretar for more enablested the advances and accidences of these.	\$36,080.00	Liswell
Education Fepibes - Chatter Schools	Sowie Ceminality 0455000 - Cybie Withing and Instabilition	The locas of this project is to mapping access as the classifications and to increase this marker of called drops throughout this actual building.	\$15,000.60	3.0well
Ефисавал Fusilings - Ополну Вследів	Lowel Connivary of 58,000 -£86-yttor for Handlasp Ascess to Medie Setoss	The locate of this grapher is to statiff as drowner in the maddle coloural letes of the building. This would be travery our hadding in complication of englishings detected is providing packets and staff.	\$350,000.00	lawel
Education Pacifines - Chatter Schools	Lowel Carrenanty 0499000 - Reheldshion of School Pacify	The growth was been stated as 20% year at the human whom camenty knows it of channel stocked by 1900 bladens to reduce a 20% year to the human whom the second state of the second secon		Lowell
Education: Pacifices - Charges Schools	Lowell Community 0465000 - Strombel? schibilogy Lati	The project would be reached Schools bibliography out. Preventy, the is a industrial belong unlock now industrial traction it uses for the met. The results decrease belongs to the prevention of the comparison of comparisons of comparisons and the prevention of common and the prevention of the prevention of common and the prevention of the prevention of common and the prevention of the p	8330,000,00	L STWER
Education Facilities - Charter Sebsells	Lowell Contonuntly 9656065 - Gyrlotasium	The project would allow for the concration of westing space also a high-equipped symmyoutm area for a raidely of amorphic econolise.	\$2,000,000,00	gasson
Estucation Facilities - Charter Schools	Lowell Community 0456000 - Expansion for additional clussicomis		8750,000.00	Lowell
Bernophor Pacialiss - Charter Semants	Lowell Entitlesex ALAGKINy - Infoasteriture inpoarments	Procise ora resolute of a particular fizibly in the Lawel shallows Academy - Total sq 8 - \$5,000	82,756,000,00	Lowell
Edvestion Faddlies - Charlor Schools	Mystic Voltey Regional Appraise Electrical Power	Peed new power scalace to accommodate recent upgatives reade for high activist building valiet we can to support 2 computer lates, Bibliagy late, and Lihemstey like,	\$100.000.00	paper
Eduanes Fanklies - Chader Serunks	Mystic Vates Regional -Elevator Installation and autobless	Add a 4 slowy elevativi so that racted high school acheor holdfling which we prachased becaning ADA beinglaten. What's construct from looky centance and Mallocupyor room for studies population at 450.	\$2,756,080,00	Malesen
Educator Facilities - Charler Schools	Wysia Yaffey Regund HVAC Uppade	Coment with style electromagnets as new leaders at customs in provide a more effective the addition as well providing a cost effective custing system. Was 250 days of information we shall school-them in August and go will the lend of June of Current system cashe with building we purchased and so ever 30 years, old.	\$600,000,000	Maldge
Education Facilities - Chapter Schools	Mystic Valley Regional -Classions Sman Boards	Payable SmarlBoards at each of the lagst achieve lost achieves for exhalting quality of estimated and achieves the contract of the lagst achieves and achieves the contract of the lagst achieves and achieves the contract of the lagst achieves and achiev	\$75,000,00	Maken
Educated Fasibles - Charter Echopis	Mythic Valley Sectional -Replace Wintows	Popular without with most peticlest ones morphout the Existing. We purchased that school is 2003 and the westows are original whitness from trainic constitution to 1943s.	\$500,000.00	Malden
Education Papitites - Coarter Schools	Myste Vatory Regional -Rir Ventdakon Upgonde	Иррийе НИС унов 10 найар Сека ИС пту аке из чутбител Инодрост Бакта.	\$500,000,000	Malden
Ediscation Facilities - Charter Schools	Mystic Valley Regional -Install Central AC	Lincuik (Bard tanzel kić unit in provide AC byr budding Buz vie dze).	\$500,000.00	Mairen
Education Faciliates - Chamer Schools	Mysto: Vallay Regional -Elevator triskaltetror	ANS & 2 story electrics as that building we seen becomes ADA compilicant. Wholk also also a new bolds goal School Principal Offices	\$500,090.30	Atalden
Education Pacifiles - Charler Schools	Mystic Valley Regional -Classingin Bulling incition	Odopkup school but va curtelly real with address of a Za classorem wing oil of hadding that we baseling own.	\$12,000,000,00	Malden
Education Facilities - Charter Schools	Markenead Community CPS - Man-	Ingeone access accurdy for their door entrained	\$2,000.00	Martilehead

Shoyel-Beady Project (1)

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Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Force	Projectivide	Project descopsibile	Total Federal Act	Chyl Town
Education Pacifiles - Charter Schools	Martiohead Community CPS -Master less nations	Physical accurity, personal and property	\$40,000,00	Marbletresd
Education Papings - Charter Schools	Markethead Community CPB - Door	Poppija Saskijeji, ilio Saskijeji ilio Saskijeji.	\$1.950.02	Variablesad
Egucation Facilities - Charler Schools	Maritheiseas Convincity CPS - Turn- around, venicle	Second made breitable breitable breitable breitable about the second and pick-up	\$7,000.00	Mebiebaad
Education Facilities - Charles Schools	Martitehnas Compraeé, CPS - Montonie sestem adea	Poseve develoption and access control for all docs ephenoxing/rest, improve shocks.	510,000,00	Martushead
Edecation Faciliaris - Charter Cohords	Marbehead Constituting CPS -Intercent	anderbehang Control ods CPS irtercon (Enabyens stellstelland and stellstelland sommalisation tellstelland sommalisation)	\$20,000.00	Martichand
Education Facilities - Charlor Schops.	Marbethead Consmissedy CPS -Prices overem.	Registration of trading strategy spales	\$20,000,00	Marzienesd
Education Facilities - Charter Schools	Madehead Commany CPS Floor resonações, kitches	Registerent of earling tool system for somitions sidely requirements.	\$12,000.00	Mostlehead
Education Pacifies - Charles Schools	Markehead Corporally CPS - Electronic at cleaning system	ACR(RO) (VIII)	\$6,000.00	######################################
Education Faciliass - Charler Schools	Marbehead Constitutely CP3 (Uritals	Изтаба кабайт или ужит селемийся	\$4,000,00	Wattshead
Education Facilities - Charter Schools	Manthenesa Corrowalery CPS 45VAC everyy afficient replacements	LEGING BY BEARING THE CHANGE CONSTRUCTION	\$12,080,00	Marchelicad
Ethication Facilies - Charles Schools	Matkelsead Cummarily CPS - Welkedy, the end resurfacing	Gridhory In Inglidue exting Idiplicating Surface, and special and special for schools for schools and special and special schools are schools for schools and special schools are schools	\$6,000.00	Marbhrhad
Education Facilities - Charter Schools	Marblebead Community CPS - Cemputer tab expansion	This are in the second	\$12,009,50	Maddethead
Education Facilities - Charlet Schools	Marbiehead Community CPS -Charlet Holis door diamage	Datagle Stient Describe Soffice Borne Broken	\$2,500.00	Martichago
Education Pacifiles - Charles Schools	Manager Community CPS Applied	Opgoster for the control of the cont	\$9,500,000	Massehead
Education Facilities - Charter Schools	Marketheur Community CPS - Scorebound	SPATS MET PHYSCAI PORTS CENTRICEMENT	37.500.00	Marblehgad
Education Fuelfoils - Charter Subside	Mattheward Community DPS -Kith circusts, instablisher of	LIGHAND BY STEP BORNEY SOND STATE OF STATE	8800.00	Acutienead
Estucation Facilities - Charter Sensicia	Mantehead Community OPE -Clack system, neutral synctronged	Certification of philocoline and the properties of the properties	\$20,000.00	Marblenesd
Education Facilities - Charler Sements	Mattabeat Corbinally CPS -Catalona Verpe card pyrit sys	Additional common styles Cardino, Fron severe inventory control, implicate of tenderizationed duck sarries and operations of edicantums.	\$7.500.00	Martifette ad
Education Facilitys - Charlet Schools	Mankibyad Consmortly CPS Scraol busyan	fracture spicalent field by approximates, exhapte albeitations program, contrarge somes kerning plants	\$45,059,00	Marthelieza
Education Facilities - Charter Schools	Methereat Consturity CPS -Varsion installations (2)	CHACK TOO (FOLLOWING) (M) (M) (M) (M) (M) (M) (M) (M) (M) (M	\$3,575.00	Marabehoud
Editioation Pacalies - Cristier Schools	Marticheas Conunsely CPS -Bullavy purchase & remotion	Machiner of the Commission of Engineer and Enhancement of Engineers	\$3,000,000,00	Marachoad
Education Facilities - Charact Schools	Arbanced Mesh and Science Academy Regain walkways ter safet Charter School «Williamy».	POSE INSTANCE IN STANCE IN	\$6,800.00	Marborogi
Exposition Facilities - Charter Schools	Advances Math and Science Academy Charter School -Energy Efficient Healthy and Air Conditioning System	билу Вилля тэскің жә Сылбакняу уүшт пін жә кәсек йе сахол көөрек	2156,000,00	Мэнвологара
September - Charler Schools	Advanced Math and Science Academy Charter Scison - Painting	Potenty of environment of recognition, All provisoriely planted liabilities with and textor. All repairs to proportion all runbaces, complete dates upon the ball access being planted. Bengamen, Be	\$35,009.00	Mailborough
Ethocálica Pacidoss - Criater Schools	Advanced Math and Science Adatemy Charter Scizool 7 fling	TO BE SHOOT OF THE PROPERTY OF	\$50,000,00	Markonogh
Education Facilities - Chartel Schools	Advances Malth and Science Academy Citarter School -Carpenitry	Then community. Recovered they seen flower and reads, function and made of the seen flower and a class consister with codes and 2 codes on their minde over back, function as a seed of the seen of the seen and a class of the seed of th	\$45,000,00	Maribotough
Education Facticles - Charter Schools	Global Leuming Charlet Public School- Busin Conversion	This project is designed to create. Ly cleaner enhancing, 2,) increase enhances, 3) nation mining versions of Justino ross.	838,050,00	Nava Bedford
Education Pacifies - Chader Schools	South Store Clarker Peebs School - School Building Removation	Co expect is very present in the state in the state of th	83,125,991,00	Maxwell
Education Facilitys - Charler Schools	Estrand W. Britake Charler School - Window Nephlodemeni	Finders controlly reference (20%) alm motivations to largings releasing the filters, this in explanation and the first and the f	5697,080.00	Restrictate
Education Paciaties - Charter Schools	Ethward W. Breake Charter Sprool - Ebeyater and Chaix-lift Inspallation	Postero enstag elevator and stath, which is too small to contain with ADA, regulators with an ADA, complaint elevator and shall, topial litts in species are as easy of building to most elevator and all processes.	00/000/10095	Resknoafe
Education Facilities - Charler Schools	Edward VV. Borocki Charter School - Intrakhad Alv.Conditioning inspallation	Instituted data. Cry Male System with fast zones, plus an addensial "weisyll" bytich fize firm, includes all duct, recigerant spings, considerable promy, descincts witness and evolving	\$990,006.30	Restrictate

haron Ellari - State-Revewerd, Shingi-Reads Project 1131



# Commonwealth of Massachusetts Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Force	Project title	Project doctripation	Rosent
n Facilities - Charler	Cky on a 14ff -Central Heating System Replacement and Photorodials Addison	Complier reducement of the Notes and central financing systems of Carl at 18th Challer Pulses Carlout with a rinn, steering eliberar, based belong systems. Functions and including out is 1147 places bystem its captures and systems are energy efficiently.	\$1,050,000.00
n Facilities - Charler	Cky on a Må -Fonun ann Classicom Technology Upgrate	Tetrahogy signet for City on a HBI Conter Public right school. Perchang and bouldaries of the Service Research to Computers, and descisions was proceeders. Perchang and analysis from a HBI Security shades on a HBI Security shades research and and light sydem and City on a HBI Security change and a hBI shadem and the security of the	00'000'095
n Facilities - Charler	Rockuly Preparations Charles Cattool . Tagetal Curanuscation System	Modera Pros in these visces in terms in the size partial series of the size of	\$25,000.00
n Facilities - Chaster	Rodusy Properatory Charles School- Commes Roan Reneasion	expension and expension of the part of the process for the control to the part of the part	850,080,00
n Facalities - Charter	Roatury Preparezy Charter School - Staff Computers	And the properties of the part of the process of the properties of the properties of the properties of the process of the properties of the properties of the process of the properties of the properties of the process of the properties of the prop	\$20,000.00
e Faudins - Crafter	Martia Lother Fing, Jr. Charter Ecross of Excellence -School entirenses project	The Franks of Radio Luber Ming. Jr., Cheeper Golon of Eucoberon, Liv., is correcting an instituted business 225. Doziel Street in Spreagated to use in a 14-6 pusher states watered.	35,198,080,95
e Padilios - Charter		The achiest seeds to meals the exponence recombigues or make the school mile a completely version thath. This will hope with the action's patentains and discipling moduling theoriesper which is consociated on POAs.	\$40,000.00
n Foolities - Ottocher		Expansion of CATV incress for 35 classrooms, 30 wall informed mats in celebra dementary, rinade and logic chical classrooms, Improves electricities feleconfinencing.	\$50.000.00
n Facilities - Chader	SABIS® tetenational Charler School - Roofing Repairs and Improvenient		\$55,000,00
n Fodeles - Charles	SASISM ferenskonat Charter Echool - Lyfrtening State Profestion System		\$125,000,00
n Pacifices - Charter	WV Charter School -Walk in Forester	View Reventioned is watch in the best to cover to cover division. We also now solving opposite of 150 made per GPF, once not better make enginely approved to 85. The adultional fleezer space will note our problem.	\$15,000,00
n Facilities - Chaner	MV Charter School -Technology refessivecture	When he had all called and CLA (asked your classicians) (Hij and measure for the issue). At the potent there we are not able to access so acceptance included them hang of the norms and edd (14,175) (Mill to note or restriction pack. The artifician of the vining und monitors will allow uch using the enterior and called to a suit subsects will all it the assistance electricised literally.	\$19,750,09
n Faceboos - Courter		on that it supports the suchool program for years to come. This Project is Municipeted, footsang on the following In Chestrodens 3) ADA Compliance	\$4,000,000,00
n Fapidites - Charter	0.0000000	रिकारणा पर नम्प्रतीका ताध्य दिन माने गाउन होते होते । तालर संस्थित होने गाउन भागत हाइज्ञाकेतात	2600,000,00
n Fiscables - Charler	Abby Kelley Foster distrinons removation for ADA compliance	Recognish of the print is and an earlian earliance with a Dis equalitions being wite masserling sadey asst bitection control.	880,000,00
n Faceligos - Chaster	-Pisal Par-	R school building, ongoin brushes is one 119 years ald will soon news re-gointed. Certein small ponaiss of the building have been re-ponted because of	\$250,000.50
n Facilities - Charles			315,000,00
a Faciliass - Charler	Sarven Hills Chartor Public - Security System and Viskor Ethtance Montoring	Adiesy debenal Cenera, cate nekeny, hajda hozneleg fei salen, serelej, sed mendoneg et sakos	66'000'025
n Facilities - Charter			510,000,000,015
o Facilities - Charter	Streen Hills Charter Public - Opgrade Lepisting	Replacement of Information the 3rd and 4th thur, 21st Advers in 14 cytisments, 4 specifications from histories.	\$20,000.00
n Pacidies - Uldaes	Amherst -Two Maganatt Sheam Turbino	8.	52,600,000,00
n Pauttees - Utdess	Artheist - Notifi Campon Stoambito & Uninstructive Upgrade	Complete unes references as all parks to produce persons to the state from the complete persons the state of the complete persons to the state of the complete persons the state persons t	13.000,000,00



Commonwealth of Massachusetts

125167-0400	eth/specific	Question (C) problem	
Objectation Facetors • WAssa	Accitocial Appar Police Station	For the Department of the American in the International Bible of the Processor and Control of the International Internati	-
ducascos Facilities - Libbres	Anthoris -Integrated Scientifes Building Filosos lot Viti & Astmat Science	Comprise fact of the byte impossible Standard Market in registral Standard	76
discussion Pacifikus - Chiass	Arcoura -Dolbos Elevator Repbedmen	Control Management (1944 et al) Water 1941 et al 1942 e	a a
duceton Faoldres - LAdess	Annost -Campis Canler Electroal Reparz	Contract an efficiency beyond of the contract Career Caree	2
struction Psythes v Under-	Antibers Smuthwest follsakutture und Concourse Replacement	The School orders are that facilities for seconds larged fricking which is relaxed for the control or any control order or the control order of the control order	-
Studensin Freeklins - Uhkasa	Annanesi -Manni tab tenavatens and aouj neutraloptisa	Contact by deather increased about the recognition in the properties of the contact and an artificiation of the contact and artificiation of the contact artificiation of the contact and artificiation of the contact artif	3
ducation Pacitition - Utaks	Achberts - Totolon Root	This project healbases the feltray cool or the Toter as houlding. The root has beneficiated to the baker anklanger to auditing root auditing materials.	7
ejucation Pacifiles - Utiliass	Anniest, Connel Heating Plant Access Road		×
struction Psychias - UMass	Ambelist -Stausbudge Raga Philesbian Vozy		T.
struckter Pasities - UMass	Autheira - Englagu I, gea Rosgeary Ingray-esteants	Opposition recognisment of Entiment, takes a professional existing companies and improve procession and associated and a second procession and a secon	5
Osupation Populates - Utters	Anniost - Origint and Mary Lyon Sprinkler Systems	This profess child by conductive supercovers and contained to the containe	74
senyo - Printer Januara	Amheirt -Goudell Fire Suppression	This channel was deep to patient and the control of	¥
(Ausalige Pasitions - UMAss	Arnierst - Plasbdousk fellerskinds	The project control of the Control o	34
souration Fociaties - UM-riss	Antilocal -Hambauck FVAC Upgradles	Contests requires in the indicated and the indicated and the second of the indicated and indicated a	31
dividual Fuolinas - Udesa	Amherst -Fino Ass Cantol Pipping Perforcement Phase 3	Complete agreement is widen when the state of the first of Contect. This was to the first state of the first of the state	75
charathen Padilitys - UMass	Alcherst -Scetseman Root and Snow Divestors	ž	56
Coccation Facilities - Citiass	Actional -New Ainca House Elovator	initial at enterior in the Medical Publication of Reportment of Rechestral Stocks in Section 2015, 1990, 199	75
co.jegbon Facilities - UMass	Amnesst -Compus Wayreding	Insultation of carpox withfulse supply, staking backing abouting about a state status, and somer. This papert is clicical in side in enhance prospective Suddens, privates, and wishers \$500,000.00 Antherors experiences. The exacting weight day system is a fingmental group of spale for this seem insultation cover the years with no orbitally propert, or boundaries and any orbital section is a fingmental group of spale for the section of the	ž

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## Continonwealth of Massachusetts

Tank Pares	Project title	Project description	Total Federal Bot Respect (1)	Gity Team
Jupaken Fardrobs - Umark	Arzhesa -Cenninoreeaat Ave Road A Pedèsinan Salesy improvements		53,790, orea.50	Amhens
caculan Pacilines - Librase	Anthers - Station Dros Roschery Improvements	Complex controlled of States with sevel country of sevel and sevel	52.956.000.00	America
Oncasion Fachies - Oldens	Amterst - Dziansyn Wardow Rojksoenens	The good facilities from promotion of collections with the collection of the collect	52,200,000.00	Antigrafi
Edecaten Faceties - Utiliuss	Annesst -Campus High Efficiency Transformer Replacements		\$500,000,00	Achterst
Stacellan Facilies - Ollass	Assistant - Polymer Furnetious Occupanty Sensors	sors will	5500,000,00	Autheria
Oscalisto Facebiers - Uldess	Antherst - Student Union Root	of high deteriorated to this point of water relitation also the building causing damage to building materials.	51,466,305,50	Amherst
divisation Facilities - Unitaris	Antworst - Transil, Cata Storaga decisious commercios & energy efficient sweet lighting.	The paper assignment in decorations from the Transit Center of the Strategy Barbary of the Transit Center of the Strategy Barbary of the Strategy Barbary barbary and the Strategy Barbary of the Stra	52 000 000 02	Authori
Ediophor Psoubes - Unlaus	Artzonel -Bariell Root Phasa 2	leaks than aco	\$1,100,000.00	Perpensis
ducelison Facilities - Olfans	Amberst -Cherometh Renovatoris		52,756.009.00	Ambierst
dication Pacitizes - Obbass	Arcsent -Crobsse and Leads Sprinkler Eystens	alls. The Oktobe and Leach residence halfs do not carrently have the suppression systems. The propert advances rather residence halfs.	\$3,000,000,00	Amherst
Caucation Faulthers - 198385	Aufairst -Patterson Sprakin Systems	12	\$2,600,009.00	Attibuensi
Gucalion Facilities - Utduss	Antiers -Manii I wedon replaceneds	-	\$1,006,000.00	Attilbacht
churaton Facilités - Gasasa	Archeral -Unoversity Coap Strockwal Respons	Confident and instances and of the Western Child in the new Advances of Confident and	\$600,000,00	Ajzaburst
Educator Faciliers - Liffess	Arnieral -Ochbas Pont Reglacement	Flease the suits packat and on Chinal Leader, \$1.7 Flease, part of the control of	96-40,000,00	Amerik
Education Fecilians - Utlass	Amhind Atmedal Assay relocations and demoletans	This proyect menurance space to accommodate staff relocated from the Mandan Americ, and installed deviability per Bounas American bulleting that central be accompany to accompany to a security fance.	51.050.050.05	Amher?.
ducation Fuctions - Utiless	Arrense J.C.R.C. Sasio Systems Upprates	This proport rectudes accounting where acid mean abstration systems are restations in Utilities, with restrict reports.	\$3,300,000.00	4cmary
Caucason Facebass - Unless	All Mens ALGRIC LURSE Power Lappade	1134,508 separe feet and streo an mateguate for materin equipment to building to electrical classiss on each	54,200,000,00	Amtecki
Couradeon Facultaiss - Utiliass	Amhora - Machinia Extende Selevays	This propost replaces the taled controls starwary as like Machiner Budding. The charvary, in a high size area for students about socially, is old and deletionated.	2750,000.00	Antheist
Zaucatjen Pacities - Uthass Soucation Pacifies - Uthass	Anhorst Ahecus Ebestráuf Repaire Amherst -Cast PleasautCostroin Lane Traffic Light	The approach to advocable control of the property of the prope	\$500,000,00 \$200,000,00	Anskeist Anskeist
Education Facilities - Utilass	Authorst - Thayer Road and Exhaust	del to comply with mysiermonts impassed on this askinal care feesibly.	52,00,000,00	Arrighalisk
dozanien Pacificaz - Ukłass	Souton - Neuton Sawah at Funth- Toping Shodeline (elplanet) to Jahn F. Kannady Presidential Library)	An and of the control of the control of Control of the Control of	\$3.800,000.00	Boston



## Commisconvealth of Massachusetts Infrastructure Mobilization Effort - State-Review

Toskrores	Project title	Capacity of Tables 2	fedal Forterial Act Responsi (8)	Ent Line
ducation Facilities - Unique	Borson - Service & Supply - Replane Roof	This propert will registed the approximative \$2,000 register that that can an demons & Euglity Buildings which has Land and is reserved in Jurian and interview.		100
ducaboti Fatistina - Cakasa	Booken - Burna & Supply - Install Pro Marn and Pay Speciete Systems		15,000,00 10,000	100
Jucatela Pacédos - UMieso	Bogota - Unity Paus - Registra Real	Anderso the field Clark Day Plan real to Apich in complete. This subside the infellering of the Ward Clark Clark Clark Clark Clark Plan real to Apich I complete the Apick Clark Cla	1, 200 Jp	THE COLUMN
docatos Fazinas - trans	Postor - Robal Roos Aschots Coster - Robal Roos Aschots	8288		1055441
decares Faciliais - Africa	Boston - Berzze & Supply - Hapteen Budden, Ak Handter (ACT)			Boycon
december Facilities - Ladasia	Rouze - Canonis Gene Floure ethiolosis Federa-Ropenty - Ropbas Bod aru Stovie Bunthy Konoier	*********	ž.,,,,,,	noon
descaltor Facilities - Lifetas	Roston - Usity Paris - Baktuse Botter Cosarul Systems	è		velais
escales Pasities - cases	Boston - Transes Lossey - Teeplace Parties Updesquary Opperator			Stephen
Apparation Facilities - Landang	Bover - Clark Autobit Genhir - Joshal Boopkinsedal Ulahy Soppeda	()		estés i
dycennos Pecifinos - Listaes	Enstant - Chara Assistanto Castes - Reprinde Debusandiscente Opistest	n on trading stantanta branes setti prany via del Masia Tabian ond e Gareca.		Zestori Zestori
eventan Florides - Udesa	Succession - Clark Amarica Capital - Respects Electropis TransAtements			u.
pougoto Fardino - Ditoro	Budova - Hoskey Lakkyy - Registre Budova Gradneyy	in the clauses in the state of the clause of		ā
dauginn Pupples - Muss	Bassan - Caran ingolosisatini Buding- Replace bassa i in Buppinsano System of Tibbonsanialabaka Rom	For Albeit Johan Telecomeration (February Institutes of Passage Albeits (1985) and Albeit		ži Ži
second Capellos - Utdesa	Becata - Natrobas Pinti Staton - Rejaro Redo un Laburony ass Classroon Bjötlings	2		Bowles
decaled Faults's - Mass	Boston - Sceneso Gentra - Receptato Laboridory Space tor Ness Popurópy/csobagy Finality	The Personage Institute in the first a criment in disciss early of the personage in the extraction of the personage in the pe	3	Source
ducidos Papilies - Listans	Moston - Scance Certal - Poplare Hal Wittel Cicetano: Pango	17		Spritten
ducation Psycholog - URASSA	Souther - Stephan Lemen and Castro Suikkog - Replace Lett Stepans	0 0		Sugar
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	Boston		Settrough	Osubratuch			Sarmoud	Datmouth	Darthhough	Cartenoush	Caltriwalii	S Carees	JO Lenell	1.0well	N Coresis	gavon',	gawo))	30 Sovell	Cowell
The med have been added to the second of the second is when years of the second is when years of the second is second of the second of the second is second of the second of the second is second of the second of t	9175,000,00		\$2,500,040,05	\$4,309,050,30	P4	92,154,090,00	52,509,920.60	61,632,000.00	\$400,000,00		82,712,1905,00	\$55,000.000.00	\$18,000,600,00	\$7,300,099,00	518,405,500,00	\$5,250,000.00	\$3,400,000,00	\$15,000,000,00	55,000,000,00
Souches Cheller Joshap Bullyn Destinant Glein Hosse. This section of the rors's even herry year oil, not convert by washinty, and she upderfing available in substance Sherred tests before the bent populationary appearation. The section of the rors of the section of the sectio	District the advancables (before) the extent insertion to the third in several matter than the bits and extending in the bits and extending the bits and extendi	the control statistics was secretarily and extensive analysis of control statistics and con	Frank (1978) of Freight (1978) and is the strength to the first our officers and the first of th		Too Dread wash made in not dissolvent atteming base reprovements. Persons prepair single representations are assessed in the medical properties and report in the propert. And medical properties are assessed in the propert. Additionally, men of medical properties and special prosest and special prosest or proceedings and the processed and many extensively processed and properties are becaused and new operating years of properties and the processed and new operating years of processed processed and proc	The proposed was establish paper to the budding where fraper procedure, less defined in the budding was a sisting being on account of the procedure of the proc	Ties Prescriptore late previous is Serdicial lets on the exclusion properties and would not remain additional resonancemental design or premisery. The utoknown yates is resourch alternative sections are sent and the design for the properties and would not inches building re-design for the properties that.	The Profession and schools were presented, supplied against and supplied and present and security of the proposal intelludged programment, in the individual supplied supplied carping or district or represent formally stock, person to supplied programment or supplied control. The security of the programment of the proposal district profession in the profession to security of the programment of the proposal district profession or supplied to the proposal district profession or supplied to the programment of the proposal district profession or supplied to the programment of the proposal district profession or supplied to the programment of the proposal district profession or supplied to the profession of the proposal in the programment of the proposal district profession or supplied to the programment of the proposal district profession or supplied to the programment of the proposal district profession or supplied to the profession of the proposal or profession or supplied to the profession of the proposal or profession or supplied to the profession of the pro		As control is system efforts control c	The Victor and Australia (Washington Augusta Control and August August (Washington August August (August August August August August August August (August August A	A close fearing begalves and core business is relocing the mandatoring, the mandatoring of these fields is mandatoring, reducing abletion.	(Building systems and space applicable to support Regional Business Development Certer. To archaele effect, cardioristing and University/Business Cellaboristim space.	- Replacement vir bulking matter detected. Gungen, Dangen, Matrolery, Ohner, Biedelack and Par Hritte. - Restructions of bulking matter grands again eliterica otens.	Poliberical sol suprains in Vivit, explores and correits in Steam Plans and Unwester, Behlings in prove energy and operational efforms, Euspirous upparlos in University Buildings and access Administration of Contraction (	F Vatoria mechanical. electrical and plantang modernication projects to support campos design; salangs, riticibros. - Vatoria the soleti report and regionals to fino desiction, supports of with systems.	Postoval of atakstos centralny form colleg sind museum museum is all of our large receipted in talks. Planoval of ACM in medical reserve to program to MYNC amengy missod reports projects.	CLARACION of 3 Blats of Winder and hadly needed residence had dolon toping. Operates to building vibility to address expansion and to address many determination than so.	Logicios en regars so that and calls pass between an teroughod, cariposes, Regias to inservating contact, deparation of telector devices from other tally preferre
	Station - Craims Administration Buildin Health Services and Countration Removariess	Daytrsouth 4.arany Resonatains	Cantonuth -Repai Four Oldest Danns - Inital Phase	Carmouth - Sasic tetraministics Repairs - Indeal Phase	Sarbrouth -Chessroom Upgades and Leoning Space Improvements - Inhal Phase	Satherack AOA & liberior Access formediate Newds	Darsnvara - Parking Lut Regilecenson	Sahrerouth -Larokis Capel Lighting Improventiers	Cantroloffi - Ashestos Removal und ra- insulation	Dammusi - PCB Transfermi Rejiditementa	Osaterović - Avenosmić Š. Febersom Srifi astrucku re	Lowell -Emerging Technology & lanovakus Canter - new LEEDS gald/planaum tiltg	Lywe'r -Wansalsins Business Developmen Center	Lovest - Budding strettge - steingy officiency & building preservation century projects	Lowek -Ethings efficiency and ADA overpliance campus projects	Lovelt Mechanics, decreous and plumbing suppermission and ble sates;	Lowell Hiszaulous material abatement	Lowell vFox Hall Renovations	Lovell - Technology infrastructure upgrades and repains (separate
			Edwalen Fackles - Uthans					Education Facilities - Utiliass					Education Facilities - Utdays	Soucaber Facilities - UMass	Estocation F Buildings - UMbinss	Education Fasticles - Uhlass		Education Pacaties - Ustass	Efucation Facilities - Ottass



# Commonwealth of Massachusetts Infrastructure Nobilization Effort - State-Reviewed, Shovel-Ready Project List

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City/ Towns	Wordslar	Welcoster	Wordsher	Watespar	Wetcher	Wordester	Watcaster	Warcester	signal strong	Warrandon	Moresotres	Macodor	Warcester	ykornestor	Warasker	Sedicad	Bestans	Spillors	Soxton
Total Federal Act Request (8)	8330,000,000,000	240,900,000,00	\$8,000,000,00	00'000'000'00	\$45,000,000,00	93,500,000,00	\$25,000,000,00	\$6,606,096,50	54 200,000,00	9 (6,000,000,00	31,346,000,00	\$4,950,020.90	52,150,090.00	\$13,080,000.00	21,000,000,00	835,000.00	5853,000,00	84,200,000.00	\$3,600,000,000 \$3,600,000,000
Popul Kernana Popul Kernana	The second service of the SECOND SECO	Contains a seek stoy high tee 35 000 SN make is vaporal chinal excustion and research. The bulleting will stoke other parties and seek stoy that is a support includes with distribution. All all subsequences and the support of the subsequences are supported contention. In all autocalent mechanical, industrial guard for protector requirements.	in the foreign of participation space with maked soons to exempting the experiments of the space of the experiment of th	The Control of the Co	Toke despit contains are contained in posed data despitation inspection that against a contained and a support and a support of the contained and a support	Popular de transen ceding 2550 o tabbiers yake to have program for BLI deserte - wat and terbes to bedand et deserte areas bedand and the server ceding and the server expendent of server ceding and the server expendent of server ceding and the server ceding and th	Design and contenut a previous concrete 1200 cat parking garage to support the Sherman Greater, Scope to include all equipsed building services and such access. Amendies to arbuing a security system with comments and a tuby automated parking control system.		To the view developer of their or teachers building. I GODD species in this Medical Stopps, "Noviget Orders," reject building the resistance for the Ref. I Medical participation of the species of the resistance	which should represent before a very size of the first power and represent the state of the stat	Protes seep would sto and seed that the EPSA to share the Blace and Clenal Wary (E) (EPSA). Yeak to actain all deables, in-enologies in med current energy to des, lighting protestion or talk protestion.	Posset seeben enrowing due buildes, and restabling own mice afficial requision of subjective of the restaurant LP taken's ET and M. The work will also preliate a hid imperson of the posset and mice and the contract of the posset and mice and the contract of the posset and the office at any place.	Christoph Profest Hist Washers yeekin skepp makigat on independed Corcepter magnification. This ground wasta indexed their all supplier on a common inches between the profession of the control of their confession will represent the control of their confession will be the confession of the control of their confession of thein	The design of completes is kignally approximately considerable control and the complete control and the complete control and c	The Name of the lists that separate protects had protect and experiment for the separate protection that are programed to including including recognition of the protection of	HTAC HOUTS WITH SIDE IS ONE 20 yEARS.	Poption all existing Bridled Comput modalar building valuions and ottenior show. The quality of build have not with every section of the grant of th	Custants a nex Cologo enistenciar a Valendra for la segona file laver (offer, "this proper and allow the Calagos to employ a fire opposition to the second to the control of the new teating when a material entering the public transportation to advantage on the control of the new teating when another investment when the public transportation to advantage in addition to improving systems. The public transportation to a second transportation and the public transportation to the control of the control	Poster and coming duples years wandpoor, with reporty effected duples pans have vestacions visibless. This project with an extensional dual project root of \$5 million will root in a significant coloidor. \$5,500,000 millions and confined pans as and on the significant coloidor. \$5,500,000 millions and confined pans and confined pans.
Projectifile	Wocoster - Sherman Cetteer	Morcoser - ACCES Building Pit Clui	Velocasker -ciana Size Inclease Intialive	Vooreeler-School HVAC Upgradsoffeplacemens	Morceste -Power Plant Expension	Wordenter - 6L3 Lab Ingrovements	Wartester -Parking Carage	Woocester - Defented Mannenance Propeds (AC) Terminal Bones, Staiewell (reprovements)	Worzuster - Shaw Bukzerg Child Care Centor	Wateparker Skrain Sheet Building Computer Gester	Worcestor -froat Replacements	Wordstee 4.P Boder Restating	Wordester-Balance of Plata Caracils	Worderder -Campater CFW and Steam Loop on Campus	Wordester-Power Plant Governar PLC	Meditlesex Confirming Callege -RTU replacement	Afratiesex Community College - Véndows/Doors	Bunker Hill Caritrivisty Callege - Caraltaction of a New Callege Estrance	Bankar Hit Commanity Callege - toxcellation of Energy Efficient Windows
Task Force	Education Faciliers - Urbass	Education Facilities - Oldessu	Educativa Feddines - Jidays	Educatari Facilias - Ustos	Epucation Facilities - Unters	Effection Pacifiles - UMass	Encated Packtes - Ukasa	Etrastor Faulton - Blaza	Education Pacifiles - Others	Education Families - Likhas	Education Facalios - Ottass	Educatos Facilidos - UMBSS	Education Facilities - UMass	Education Facilities - JAAsss	Education Fayilligs - Utilists	Education Facilities - Universities and Colleges	- deneroses		Education Facilities - Universities and Colleges



### onwealth of Massachusetts

# Infrastructure Mobilization Effort - State-Reviewed, Shovef-Ready Project List

Tet A Force	Project title	Propert these plants	Total Federal Act Request (5)	City Town
Education Packing - Universities and Colleges	Buoker Hill Community College - Replace three bollers	The entable beloss were solubled as the contract part to invaring and contract when the contract which is 17%. The states are cartiered and newtood for the careen operation of the total supervisor to invariant to operating continue and in safety armal inspection in business. It can be to the total or symbol continue and much in safety and injury.	\$8,000,000,00	Beston
Edicamon Pacifies - Universassand Colleges	Mass College of Art and Dosign -Center for Design and Medie	Personant to East Balang and Tone Building to extergatates and patients transprant nodes inspiration has prompt because the contemporary of the co	\$32,000,000,00	Boston
Education Facilities - Universities and Calleges	Mass College of Art and Ossign - Campus Costo:	Recovates by Kompsy Bederg Campus Certain and Elevas Communs with Abid Dyno, Spokes, Walkin Bischers, and the KRCEB. Cambricomes scheduled to start to Spokes 2008 with completion extended for Fall PDIO. The goal is to obtain a missiven bealthcation of LEED Plans stars for the project.	\$11,200,000.00	Beston
Edinoson Pacificus - Universõies and Gaffges		ітелек Фрумпек Блибкец і Ремінікі Гіртед. Овканост пелачата, Д.D. котправа эна водетах маженнят.	26,000,010,00	Beston
Retingation Facilities - Uncertaines and Colleges		These Cultings of Act and Design Social Requision and who feels is the bibling bibl. This project is connected by Analysis Activities being an Octob reparational from.  89 Were Willinson	\$1,000,000,00	Bastan
Edecation Facilities - Universities and Colleges		Caripsi vote uggatis to nechalcal ant socialy cycleris,	87.300,000.00	Boston
Education Facilities - Unaversities and Callages	Slass College of Art and Design - Colless Surbasy Upgrades	Insert appare consider to destruit in place, describen retrodien abselles abbeened, and Ada correlation. This project are includes a represented the Gass Sings strain.	96,000,000,00	Boston
Education Facilities - Unversibles and Colleges		illans College of Ast and Design South Transmit approves consisting of Aktorical Bathery, Usessrand remaindum, selection denterments and Alah compleasor.	512,290,900.00	Bettleys
Educator Facilities - Unrerspies ant Calleges	Mass Cottego of Art and Dasign -North Buldeng Modermiczanok	Irakeir ngyjakos tonisiskinj of okazulak figiliton, sarstnem nerovativa, aukontop skalentnin sini A.D.A. Oznobinato.	310,000,000.00	Beston
Education Factities - Universities and Colleges	Mass College of Art and Design Lippar Tower Buisting Modernization	Perfect and Study upgality	\$20,000,000,00	Saskan
Education Packless - Universities and Colleges	Mass College of Art and Elesign - Kennedy Building Modernsalan	Piekler rygelades consisting of skalinge, (steamon rangement appears, phageines and ACA complaints).	\$20,000,000,000	Boston
Education Facilities - Universities and Calleges	1	Aless Othergor Fower Ediginate than define cannot calculated the Boulant Till Department,	51.000,000.00	Boston
Editopio Facions - Universities pod Cellegés	Moss College of Art and Design -Tisser Bid, HVAC System	Mass Colonge of An and Design i form i Upgrah 1974 System on the fibror, which commit the server round by the splepp.  By, HIPC Spyson	51,509,040.00	Saston
Education Fauthors - Januaryllass and Zallieges	Mass College of Art and Dosign - Tower 88d Access Upgrade	AGA-SANJYRIOR PRECES.	00:000:000:15	Boston
Edisculor Patithes - Unograpos and Calleges		Fig. 8/9 Fig. 5 yiers on their 3, 4,5 and 8.	\$5,500,680.30	Soston
Education Facilities - Universities and Colleges	Stats College of Art and Design - North South East No leveriers	ADA Lakista Ungaka	91,000,000,00	Boston
Education Facation - Unavariation and Categors	Mass College of Art aug Design - Tower Bild, Resirnon Upgrade	Hotavalo 2 Policias (a A.D. cost plance)	5500,500,00	Boylon
Education Facilities - Misserships and Calloges	-	Mass Chings of As as Design Team; Inspire stockless and relative states and main floor great.	57 10 566 60	Bothun
Editionalin Facilities - Univeryibos and Callegiss		Mass Callago st Art and Design Timer Medelmus and regal destrooms in the Tower Budding. Classicon Remarken	81.298,065.60	Beston
Education Pacifies - Universities and Colleges		flass Calago of As aid Design - Form Priciales auditorium electrical, fighting gas and sound system. Anathrium Renewal	\$1,500,000,00	Seston
Edscupen Facilities - Universities and Colleges	Mass Gollege of Arrand Design -Taver Substation Reserval	Towal PROBLES ADMINISTED FRANKE THE STATE OF IS CORNEL IN THE TOWARD FRANKE WAS AND TREATED AND TREATED.	51.600,095.00	Basson
Education Facilities - Universities and Calleges		Photo volido or in the	81,500,000,00	Buston
Education Facilities - Universities and Calleges		P100 VORS GOSTUGIO DE COL	\$1,500,000.00	Botten
Education Facilities - Universities ead Colleges	Misco College of Ast and Design - Tower Building Photo voltain	Photo Wildor upplishan or root	\$750,000,00	Briston
Edenmin Fapilies - Universities sont Categos	Mars Cobygo of An and Dashin - Tower Seut and Ropsis Tower Customwell Building Curtamwali Repair	Stat and Resol Town Cartainval	51,500,000,50	Bosica
Echapatal Pacifies - Werevisities and Colleges	1	1958 il dev glay water 1956 in childs y.	535,000,00	Bacton
Eracatan Pacifiles - Universities and Colleges		Polali sale priving final resplacific carbots will.	\$45,000,00	Boston
Etaccaban Pacifices - Linevetsines anst Colleges	MSCBA - MassArt - Campus Center - Droing and Brokstore Resovation	Penyade of rolling Signer, 20 safe, acres, 19 fall \$10,00	\$300,050,00	Bosson
Educatos Ppullago - Dravorshes and Calleges	Britigewater State College - Swenson Field Albeite Complex Improvements	The categor or after wood at a nomenal after contrain alterious fulfillers and first completed a featural shoth pertoxinal to the construction of one wildless fields, support bookings, and bisachers for compassive appris. These doclars are among the most heavily differed superax on compass by caspot people.	\$7,600,000,00	Bridgerabbi

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### imonwealth of Massachusetts

Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Porce	Project title	Project description	Total Federal Act Responst (8)	Caty Treem
Education Fledities - Universities and Colleges	Biographers Partenations	The obligit is I loaving to recorder 70,000 still excitation building space to accommodate granding eachs of its blook of Encision and Add Studies and meet howing demant its grantial spanning and built yellers. A kanability study has been completed and holding synthetics for an uppass of treatished electrical and puritiest synthetic.	\$13,000,000,00	Видремиче
Education Packfiles - Universities and Codeges	Briogovater Stake College - Rondinses Campass Center Efroskipe & Elécator	e e	56,000,000,00	бладечине
Education Pacifies - Universities and Coffiges	Bridgevater State Cullage - Hunt Holf Addition and Recovalise	The college is at the mass of explanations a 2 Subsequence of their half as part of 8 Pay position into provide new space for the Art Department's 2010 studio and piricipalistic Astronomical and the excellenge property. An administration of the exempting, 4, 1005 square-loss leady and quickly to coupled with the exellenge property.	25,000,000,00	Strägevater
Education Pacifies - Darwastins and Colleges	Brieglawater State Collegie - Deferred Makeleogram	Other XS officer in coronal claims of modernance proposes an cereptur. The Side-wide they describe the residence of the coronal corona	84.000.000.00	Bragovatsr
Education Facilities - Chiverstes and Chileges	Britigewater State College - Had Hall Renovalions	A returnation of that talk 560 psi of talksoners and founds office space has been been not not take kill be talk and the fact of talksoners and the uppealing of fedicine, feduces and the uppealing of the uppealing of fedicine, feduces and the uppealing of fedicine, feduces and the uppealing of fedicine.	57,000,000,00	Внадемийол
Education Facilities - Universities and Colleges	MSCBA - Bridgewater Residence Hall Retrovations, ite Safety	Spalaking, les slagn, secept, inford lindsless, 1 dat cost. Sin	\$900,000,000	Bodgewater
Education Paculaies - Universities and Colloges	Massasari Community College - Envelope Upgrase	This polycles part of an outry and sonsorvation propert. Proposor with main; of the buildings over 20 years out it would be a suffy cost stavings if the envelopes were addressed at the same tree.	\$5,949,436,00	Brackton
Education Fisofities - Universities and Colleges	Massasott Cornibadity College - Juleas Infrastacture	Our in the age of the buildings & was reconsidered that the electrical system, idensioners and precides to alreage by investing the second system of invest of result with.	\$2,000,000,00	Prochton
Edocation Facilities - Universities and Colleges	Massasan Conmonthy College - Walkways and States		81,599,090,90	Stacklan
Silvostium Pacities - Universities and Colleges	Massasah Cermentay College - Paodeg		95,500,000,90	Baskins
Ettocaton Psostoph - Unrunstates and Cotogns	Matxasork Commissivy College - Barbsolm Ronovators	1.	2500,000,008	Skockton
Education Packides - Universities and Coffeges	Massasok Capamante College Parked Lots		52,000,000.00	Rinckton
Execution Facables - Universities and Colleges	Mississol Cemininky College - Montkeratice Buhtrig Replacement		\$2,000,000.00	Brockless
Edecator Pacifies - Universities and Colleges	Massasot Community College -College Estrance Improvements	This occur extenses of foreign on Figure (see face) direction) and is placed from all peak lenters with freelic trachities as a result	53,000,900,00	Brycklan
Education Facetres - Universities and Coffegos	Alasseold Cemeninity College-Modular Building for sublibous) classioom apace		51,000,000.00	Stackhon
Education Pacidies - Universities and Cologes	Messesat Cerminarity College - Painting of the gyte	(The gran mouts to be pointed, but because of the height it needs to be contracted out	\$50,005.00	Brackton
Gyunation Pacéties - Universitées and Colleges	Mussandr Gemerumy Golfège - Rendvation to our LATCH (Academic Student sea)	θεστοπλέη το ωμ. LA TCH ετου La παλικ της επικη τρούς ματαίτην Επικη παλική που με παλική του παλική του με παρική του παρική του παρική του παρική του παρική του παρική του	\$96,000.00	Bracklan
Educiation Flagities - Universities and Colleges	Massasser Community Codego - Refurbler to Lectors Half	Upposte ovaling and sketimal accords of the London hall	585,000.00	Brocklan
Essionhor Pacáces - Universites and Cobeyes	Absscasou Community College - Additional Sman Classcores	To add 19 shak dazarokes, Corteily the college why has 2 smart (sestional that us er hy) standed. Update lectrolicy	5300,000,00	Brycken
Edecation Facilities - Universities and Colleges	Massassa Correnanty Cokept - Relarbish the Student Lounge	Podaministrina Student Liberija Padanis	\$200,000,00	Brocklen
Education Pagaties - Universities, and Cobeges	Massasoli Construtilly College - Refuibble Theater peling	Redulnest Theater celling that has been well and stated due in next leaks. To legat har our shalf for elenthest	580,000,00	Brocklen
Education Facetips - Universities and Colleges	Resissabit Carrenality College - Removalions to Conference Cardin	Resource the Conference Center to bring 8 up to LSC to show for classroom usages.	00.000,000,18	Brocktier
Educator Pacifics - Universities, and Cellegos	Massasoli Serimpinny College - Penovations to Flekt Hause Filosos Center		\$5,000,005.85	Breckhari
Education Facilities - Universities and Colleges	Mexicasori Curtinsiriny Cullege - Hytisti pilot program (3 Veniches)	100	\$110,000,00	Bredlen
Buccaton Facilisis - Universities and Colleges	Massasor Community CoBege - Lograde Spanklor and File Alans system	Expanse Spranks and For Alexan system systems that the East Building	83,000,000,00	Bresslan
Educator Pacifigs - Universites and Colleges	Massacor Community College - Renonstan to North Building		\$250,000,00	Broomen
Education Facilities - Universities and Calleges	Mossacot Carrennely College - Tolephone System		\$900,000,00	Brockton Carrier
Education Facilities - Universifies and Colleges	Massassal Centrolady Cologe - Ensigency Communication System	The College of oversion of PA system at buttor controllers. The PA system was lated the entering included or allows controllers to the enter callings or quarter. Challenge, reported to the entering of the entering or specific challenge, specified to the controllers or the entering or the first former of the bland of orderer required.	\$450,000.00	Brocksow

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## Commonwealth of Massachusetts

Table focus	Projectible	Proper description	Total Federal Act Request (8)	City Town
Education Facilities - Universities, and Colleges	Mussaeut Community College - Renussions to Studen Euroliment Areas			Brockton/ Cambon
Education Facilities - Universities and Colleges	Massasok Convenies Cobigs -Energy and Water Consamillar	***********		Broklass
Education Peoples - Universities and Cylleges	Muscasor Connuntly College - Parting & Glabing adottor of hubbays	To applice and reserve the extrinia of our buildings. This is preventive this desirator, transport task of fracting has not all based as six partient this handow. This ten for the behavior and during a partient this handow.	51,200,540,00	Brakken
Education Pacifies - Universities and Colleges	Massastož Contrinunity College - Landscaping	TO STOR OUR MICHAEL BOUNDATION TO SHALL BE A STORY OF THE	5400,000.00	Grokton
Education Facilities - Universities and Colleges	Massason Coremunity College - Library Resovations	Managani Ceremunin Codespar Library (Lapprate, Incidentials and strate abditional lapses by Millio ju is state well.	980,050.00	Brakfati
Edycation Pacifics - Universities and Culleges	Massaco Correnantly College - Security Cameras	Cobbyers our definition program reviols an veryinstal. The cubic usus we test are table are after a factor and support and section when and are compared to the compared and section and a section and	\$356,500,00	Stekton
	Messacos Community College - Recentificat the societifield to be regulation size	Pocyatrind. The curyon tota pocyan finiti so we can hold suumaments. Mak the searcd sign	3100,000,00	Bruklan
Ethopian Facilities - universities and Colleges	Massatios Correnonlty College -	Poppier (ds seals and capable)	\$170,000,00	Stekton
Education Facilities - Limiteratures and Colleges	Massasori Commisority College - AGA, Compliance	Д. Ситубите и об во 1988 година предоставления	\$2,500,095.00	Stekton
Education Facilities - Letiversities and Colleges	Massachusetts Mattens Academy - Power Plant	CHEROLATION BIO GENERAL POWER DATH ELECTRICAL STANDARD TO DELIBER TO WHILE THE STANDARD SHOWS IN THE CHARGE TH	52,400,000,00	Buzzards Bay
Education Pacifics - Universities and Colleges	Messacruseris Marsans Academy - Macuny Repous	Absoluty repair, to the Optrolescent, Estendard cost 51.1M to seel and well-through the balding	\$1,160,030.90	Suzzards Bay
Ediscanar Facilities - Universides and Colleges	Massachusens Madene Acadeny - Reports to the gym	Electrical, isochalancial, POVIC, upgrates to the Operasionn	3650,020,03	Suzzards Boy
Estacologo Facilities - Unrestades and Colleges	elassachunetts Martme Academy - Repars to the Henningon Buiking	Akeong signas to the framelian describe building to still and neptitional by building	\$1,100,500.00	Suzzards Bay
Education Facilities - Universities enti Colleges	Messachusells Maithme Academy - Roof Replacement	REGI INDICATION TO THE PARTY.	5325.006.50	Suzzada Bay
Education Facilities - Universities and Culteges	Massachusedts Mintene Academy - Apgrade 6.000mg vaster water plant	Urgasia antidry waken warar plant to award valating sessie water perind	\$350,600,00	Buzzaets Bay
Education Patients - Usingratins and Colleges	Messachusotts Martens Academy - Computer Equipment	New remains consistent typisment (hadronic solthware and building tenorober obest, to estall an extribute color, emisted and a log and tenorobes semalar	\$1,200,000,00	Buzzards Bay
Education Facilities - Universities and Colleges	Massactudedis Martine Apaderry - Harbor Daiming Facility	Construct a harlow of retuga and made parpose translay study at the training ship dock, involves apparature, hydrokwets energy production, usining areas for clearly, wealthing production by the study of the study file Caper Coal Caroll.	<del></del>	Buzzards Bay
Education Facilities - Universities and Colleges	Manapoliuscels Markine Acedemy - Districtasher replemented	Pequaloglace the existing demaster and trap collection system in the filtray half (the only driving facility on campas).	\$700.000.00	Suzzanfa Bay
Education Plantities - Universities and Colleges	Massachusetts Materie Academy - Observatory	Creating a non observation non and issuing holds to the Optionshum will an abroalior to trady the optimisation to ADA code	5600,009.00	Buzzands Bray
	Wassasol Community College -Carson Canpus		\$13,721,569,00	Cacton
1	Messasos Continuity College - Calitan Rood Replacement		\$2,596,000.00	Cacrioss
	Massasais Currenning College - 2 comparcions at the Cauton Campus	Comment the Institute of posterior as a shapp soal and there is no almost so included to the Code. The Code of the Companion, one could be longuaged included and the referent of supplications. Trapially, Bleaster of the companion for respiral, a result are not be worth which is a vertar to play up the companion, not could not be not any or produced and the longuaged of the weekeld, shown received and the longuaged produced and the results and only a special to the weekeld, shown received and the longuaged produced and the weekeld.	360,000,000	Cantoir
Education Facilities - Universities and Colleges	Mascasok Community College - Recovation to the Carlon Carebra	Centyn aci espaco di oti, patatete epupaten, in anore the celetria conspicable and different for the Suskeris and stad, vanidation is unbeseable at the angu-	\$160,000,00	Camon
Education Peoples - Universities and Colleges	North Share Community College - Health Professions Building (Bond bill)	Chine-delate isoals probassions programs to worklose and provide NET ZERG (money), should	631,936,126,00	Danwers
Education Facilities - Universities and Colleges	Notin Store Community Callege -New Academic building study	Phovolection algorithms accents and apparent programs believing in Lyran - sive Alastics Phan and boxed bill 5031-on	\$250,000,00	Datatis
Education Pacities - Universities and Colleges	North Shark Constructly Codage - Madernication of McGee building	Socialism ticks to including programs and provide formatitative training - see Master Plan	\$9,209,814.03	Distroyers
Education Peolines - Universities and Colleges	North Store Communisty College - Modular Classrooms (in replace MBTA space)	Journal Garsopates on campus from Newcoll sporce - \$22" (195) arenal savings.	84,950,500,00	Dativers
Education Facilities - Universities and Colleges	North Store Community College - Modular Support Bushing	Joanning Commins Dopositine. Facilities a Campos Policio-porpide equicidional sout safety devizans	\$1,200,000.00	Danvilles
Education Facilities - Universities and Colleges	North Szack Commundy College - Sim Sporkegional sum operating room	Pagprad Scient to state of as son operating norm for callinges in region	2000,000.00	Danvers



Infrastructure Mobilizat	Commonwealth of massachusetts  Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List	Shovel-Ready Project List		
Cask Page	Projectifits	l Propositional	Total Federal Act Request (8)	Cityl Town
Education Facibles - Unrestrates and Colleges	-	Strendick department has not not be covered in Book for Prediti Prodeson's Busining	\$1,000,000.00	Damers
Education Facilities - Universities and Colleges			\$330,990,00	Carrers
Education Facilities - Universities and Colleges	-		\$550,000.00	Deniers
Education Facilities - Universities and Collegels	March Shorn Coroneatty College - Restroom Renovations & ADA upgrades	Complance with ADA and connect end of life of the office (27-yr all biodistry) deficiences?	\$800,000,000	Darwers
Education Facdees - Universition and Colleges			\$1,550,000,05	Opens
Education Facilities - Universities and Colleges		program growth	\$300,000.00	Darwers
Education Facilities - Doverstion and Calleges		Bergy Stefnyr, Josephalter A EO 484 gode - 5420 almed preveys 10-75	31,500,069.00	Ounters
Eleventora Pacéney - Universinos arxi Colleges	Manti Shoro Countesmity Gallege - Enorgy Performance Messure Option 2	Energy snerey, customically ASE 44 kgrobb - \$3.1 fe pends detempts 35 grs.	\$3,150,000,00	Damers
Chucatos Fucidies - Usversand and Colleges	Morti Shora Correcaity Cabege - HVAC Efficiency Upgrade/Replacement	Enkig stainings, soonlendaling A ED 484 goals	\$692,000,00	Dormes
Stateston Facilities - Universities and Callegos	North Shore Community Callege - Caller Efficiency Upgrade/Replacement	Singly aways, Jordania Mary & E.O. 484 york.	\$449,000.60	Dansers
Education Facilities - Universities and Colleges	North Spara Cosmunity College - Extesior Lighting Efficientry Upgrado Replacement		\$100,000,00	Damers
Education Facilities - Universities and Colleges			\$245,000.00	Oseretes
Education Facilities - Universities and Colleges		Doign sayays, sustainable ( A SD A Se goals	\$625,1000,00	Damers
Etheration Papelites - Universities and Colleges		Excrys ratios, is altimated in 6.0.4 GA again.	\$0.25,000,00	Onesers
Edincation Facilities - Criverselles and Collages	7	T	\$530,020,00	Clarivers
Encappa Pactors - Anterrolegand Colleges	********			Operators
Education Faudrius - Universities and Cobeyes	North Shure Consequently Cobage -Cris-	lacrane ulinear unisadan processas as sudens (enegrale wan ESP), public suich tenetes (evertual dions), increas revenue	\$500 000 00	Districts
Elekcaton Faorides - Universities and Colleges		kicroso elliseet (1625 schrobing and spare vilazation; integrate with E197		Dawns
Education Feddins - Universities and Colleges		14	\$500 000 00 \$	Danvers
Education Facilities - Universities and Coffeger	-	Paticipal 812, (25,00), plus property inferest \$6,361,756.	\$19,106,796,00	Danvers
Education Facilities - Universities and Colleges		To talk superit the Cabaye's surveilance program, an overland in the propriad includingsy policial includingsy and an expected. It is provide man and not be used to be recipied within one experience, it is provide man and not be used us to be compliced within one experience. It is provide man and not be used us to be compliced within one experience.	\$1,550,000,00	Fall River
Ellipcation Pacifities - Universales and Colleges	Bristol Conmunity Callage - Energy and Weler Conservation	The Coètega desires it stable its compar more entrollers for indirect time storing transpersent systems and region consequence. These measures will reduce the use of water by 35 40%, retired by 25%, retroising a professional previous previously aministration by 25%.	54,200,000,00	Fall Rose
Education Placifics - Universities and Cobepies		<del> </del>	\$3,500,050,05	Fall River
Education Facilities - Universities and Colleges			\$583,000,00	Fall River
Education Pacifiles - Universities and Colleges		5 G app 17	\$200,080,00	Fall River
Education Pacificor - Unrefishes and Colleges	Bristol Commonity College - Ropave deterninated inter-contens malkways	Roper decembed mer-careus waterory.	\$135,000,00	Full River
**************************************	Annualization of the second se			



# Cofinniorwealth of Massachusetts Intrastructure Mobilization Effort - Statu-Reviewed, Showel-Ready Project List

Task Parce	Propectities	Physical description,	Total Federal Act Request (5)	Cay/ Town
Education Factions - Universities and Colleges	Shistol Community Gullege - Replace cerams foor titts in 20+ reserrors on camins.	Rejulge despine that also, it is restricted an analysis.	ac 600 0025	Foli Fluth
Education Facilities - Universities and Orderges	Bristol Commonly College - Replacement of concrete service ramp	Рефесент станство энном катр	63:00:000:000	For Fords
Education Facilities - Utuversities and Colleges	Bretol Community College - Repairs to Seam marketos	Regars to stellif matchings	587,000.00	Fig Riser
Estucation Facilities - Universities and Colleges	Sirstol Community College - Replace 9x48E beliefing	Region Practice Virging	\$610,000,00	Fall Föser
Education Facilities - Unspersives and CoBegus	Bristol Community College - Replace glassiff building	REPLACE (1825) PLANTON CONTROLL CONTROL	850,000,00	Fall Rivar
Edecation Factories - Uniquesties and Colloges	Bristol Continuity Callege - Repair/clearing to HVAC ducts	Research desired to 1994, desired	\$40,555.00	Fall Kiver
Education Pacifics - Unnersties and Colleges	Birstol Contributify Callege - Repairs to tock paversor building		365,000.00	Fall Poyor
Education Paylibes - Universities and Colleges	Bresot Community Codega - Replace automates door openers on 9 buildings (12 units) (ADA constm)	Replace subcreates dant operates on 8 businkings (12 mills), ACDA contentry)	536,000,00	f of Roar
Education Facilities - Livoyerships and Colleges	Bristol Contributity College - Replace Minsbusci Culting	Peglusi workey kelibing	\$274,005.00	Fas Roses
Educates Faulkes - Uroversines and Codages	Bristol Commonly Callege - Replace olevator cab and expend door?? building (ADA concien)	Ρεφέλεο εθνέπατα και ουριακό όρουν Ευμένου για Του Commonny	\$125,000,00	Fall River
Education Facilities - Unwesselins and Calleges	Bretsi Commonly Celling - Install are conditioning in B222, B221, and B102	boolii ar cardaning is 8,72, 8,22 L and 8,403	\$26,000.00	Fall Rover
Education Pacities - Universities and Calleges		(Augnet L. Jeakon Aris Center Treater Repain	5280,000,08	Folk Revolu
Eduçation Pacifices - Universibles and Colleges		Currary Auts Const	\$1,000,000,00	Fall Final
Education Facifies - Universities and Colleges	Bristot Centenunky College - Harsting Lab samulator training modulo and modernization of Sah	Numbry Lib seriabre (releag mobile and resolventezation of IR	5960,000,00	Fall River
Education Facilities - Universifies and Calleges	Bristol Consmantly College - Repaire parting late 1, 2 & 3	Repair pains 18 to 1, 2 & 3	\$450,000.00	Fas florer
Education Facilities - Universities and Calleges	Bristol Community College - Raplace detective are conditioning - Administration Building	Poplacy selection air condocenty – hammed specification	\$35,000.00	Fall Flags
Education Pacifices - Unitersities and Caffeges	Bristol Contrainty Cellege - Overlay parking lots 6 – 17 and replace curbing	Cherby spaking bib. 6 – 11 mf registre cutibing	\$300,000.00	Fall River
Education (Palibos - Divotrolities) and Colleges	Pitchfarg State College - Haminand Georges Concrete Deca Reguins	the control of the Phatman was the strategies of the control of th	\$1,500,000,00	Fuchbarg
Encoran Facilities - Litterations and Calleges	Frictiong State College - Chillor Replacement-Chilled Water Loop Installation	This pages with datapages the refreshooded by the referenced tables and pages of a state of the refreshood to the refres	81,998,637.00	Facebang
Education Facilities - Universities and Calleges	Fitchburg State College - Sports Exercise Faculty Office Renovations	Particle Section Schools for Bird Schools practicates programe at 1550. They have not grown line to pack while the Percentain's Coolst. This pack while became a necessity acquired [21,161,134] to proper wind in societies in necessity as experience of 1550. This pack while the property will be a pack of the percentage of 150,161,134] to percentage of the percentage of 150,161,134 (1) and the percentage of 150,	52,181,947,05	FileRoutg
Education Facilities - Universities and Colleges	Michelia Sate Catage - Mati Office Resoutises	Promote space, varieties by document in Technology, while Egypely still to Justice the Mishermatica, Coppering Control of Mishermatic study are instant in Might Hall to former control of the page of the Control	\$1,278,121.00	Fitchisurg
Ettypatan Papilites - Universities and Colleges	Fitchburg State Gallege - Therapioes Hall Mindow Replacement	Poulbers single professions with high-efficient satisfies.	\$155,930.00	Бисконай
Econoxidas Facilities - Umassakios and Colleges			\$310,730,00	Fatsibutg
Edyoptian Pacifies - Unios silves and Colleges	Pfichtung State College - Weshness Contex Refections	Porous spins namel by Campus Pulic to ecopo syldhows Center. Comelly the Makews Center is licated in antennity cramped quarters which citizeny Puli. They are consolid in spins that loss been spins to the Stocker Strap to be one-related to accomplate shadn's support offices.	5455.330.00	Pitchburg



## Cohmonwealth of Massachusetts Infrastructure Mobilization Effort - State-Reviewe

Task Force	Project litte	a cognitive and stability.	Total Federal Act Regions (B)	Cityl Town
Educator Facilities - Uraversnins and Colleges	Findshurg Start College - Conton Hadi OfficerClassmen Uppredes	Codes Hall invest to the largest explorance department of RCC, Continualizations Media. The othogy has been working with in space placetor is withing the scale requirement and Continual Commission of the scale of the scale investment of the scale of the scale of the scale investment of the scale of the	52,500,000,00	Paceburg
Education Fechlos - Unversities and Culteres	Prichburg State College - Humanides Cassurer Logiseers	Potenting space is propose the muse posysion with prospect occurs and proof standard contra-	\$218,686.00	Fitchburg
Emucation Feetifies - Unisersities and Colleges	Pischburg Staff College - Emelgency Blee-Plane Upgrades	As part of the colleges or-group controllers to prepared safes, and should often glow fits campus, a security master blan was completed which blanked me completely blanked more an effect of upper places.	\$220.608.55	Fichburg
Education Partities - Universities and Cabeges	Facilitierg State College - Wireless Intestine	lond an prove where the gode was produce to be dute curipes, scholars given space and desirance and sure publications. The worders space is already and manufactured space (373,733.70).	5973,755,00	Fitchbatt
Education Pacifies - Universities and Coleges	Feotbarg State CoBege - Men Steam Turbre Installation	PES provists hear was infan ereason steam system maken to them convented to love pressure at the individual over the expess pressure to produce the chiraly. The expect they would be to some the individual buildings where the runni surface is bestear	2600,000,008	Feriturg
Education Pacifiles - Universities and Colleges	Fachbarg State Colege - Authory Stadent Services Prate II Relavations	of the property process of the particular process of the process o	\$2,500,000,00	Fathburg
Education Facinities - Universities and Colleges	Pitchburg State Cellage - Campus Clearl Improvements	Verpart of the Cameros phints provide orwers SIFCNA access biological field scienteds. This would address the walkening the cameros access to the result of the main cameros personal result in provide orwers access to fear two practicals in the cameros personal results and prediction and velocidat handles.	\$892,373.00	Fdchburg
Effection Facilities - Universalise and Colleges	Publibang State College - Conton Chilles Replacement	in the control of the	s756,000.35	in distriction in
Education Facilities - Universities and Colleges.	Fitchburg State College - Edgishy Hall Window Replacement	1	00'609'9798	FitchDurg
Education Facilians - Charestallys and Cobeges	Flickburg State College - Installation of Variable Frequency Dovos (VFD's)	Inside persons Variate Presents Dires (VPDs), a Content da sea Hamman Gasque Custes. Cureraly the residence to that has style rives system are done via adquast presumate sported system.	\$102,084.00	Piddibierg
Ethocotics Pacifizes - Universities	Physiciang State College - Miles risk Elityato Jostallatica	MAN HAIR IS DIR UI DIE ONGENE COMPERE DAIANGE WITH IN ALIA SOCKS TO THE UIGHE PARKS. Per is recovering completed ADA Companie Part. Bit punkang was streetlied be instillation of a new	\$593,747.00	Ferbasg
Education Pacifiers - Universities and Cobegos	Promovy State College - Edgedy 1988 Elevator Installatos:	186	\$252.244.00	Pambarg
Education Facilities - Useresaties and Coffegs:	Pochaleg State Cobage - Percival Holf Elevator Installation	oen Suidhiga, Conseilly, tau upper loods are servited by an test building was abunded for installation of a new serviter. The compliant and shakeway through	\$1,800,000 co	Facilities
Education Facilises - Unvestible and Colleges	Fechtury State College - Upgrade Campus Wate Energy Management System	The control production has called not 17 years. The systems is a framework in the count production states in control to the control production states in control to the control production states in control to the control co	83,500,000,00	(Judya)
Educados Fucilidas - Utimorsidas and Colleges	Prischburg State College - Cantpus vide eterty audit	To date, lane conductor poject specific audits, but this pojekt position a campar wide audit in develop a congressione strongy applicate and managements plan	\$400,000,00	Finchharg
Education Facilities - Usinessities and Cabalges	Planteug State Cobaje - Corson Roof Replacement	The primary of L SCRAM SPORTING Energy Typical The Accounts of the Typical Section (A Section	\$770,000.00	Fedraving
Ecucidan Facilities - Universifies and Colleges	100 100 100	he par at the categor en-party demonstrant to suppares safely and security floraginal Re campas. The altimos to implementation of the recent phase or security highery supporter and sup	55,60,000,00	Fedding
Education Facilities - Universities and Colleges	Filozburg State Coboge - Sanders Administration Véndou Replacement	Royana segit pare enotral vidi high-eficient vicions.	\$129.330.00	Facilities
Education Facilities - Universities and Colleges	Pitchburg State College - Campus Wide Access Improvements	Expected from the device projects, above Laptourheidy \$1.90 of deterred A.C.A. Roms, were specified as paid of the recently composed A.C.A. Transdon Plas. This includes mediabilities to Epithodom, Libercones, and authorising a constitute.	81,000,000,00	Pactibulg
Education Pacifies - Uneversions and Colleges	Filchburg State College - McKay Elembiskary School Parking Lot Resignment	The ARCH School Pathog At is used by calling facility that Anders, along with carbod bases and printed of elementary shadests, who allowed the elementary states were alread the elementary states with the printed facility and in the printed facility and the printed facility and the elementary states are already and the pathol facilities are the capualty of the pathol facilities and the elementary states are already and the pathol facilities are already and over a capital as a facilities are already and the pathol facilities are already and the pathol facilities are already and all as a facilities are already and and all as a facilities are already and a facilities are alre	5558,242.00	Fachbleg
Education Paulities - Universities and Celleges	Flichburg State Coffege - Seam Plant Upgrade	The effort wester, possible was bestered with stress that the second of	\$2,500,000,00	Fachbang
Education Facilities - Universities and Colleges	Frichbarg Seate College - Attitute Field Upgrade	The college meetings consider be tist, phase of approach is the Pobleci Cumplies but did not include a varioul text. The college in a dise integral is a new southeal food, in the connection of the former backball food, in the connection of the former backball food, in a connection of the former backball food, in accommendate without	\$1.000,000.00	Fredholg
Education Facilities - Universities and Colleges	Filtnburg State College - Dupont Real Replacement	The summer coil is Simisal 907 on the in 20 years old. Amount inspections have been commented to the instance of the control o	\$138,600,00	Fretibus



## Commonth of Massachusetts

TaskPorce	Project title	Project (Bit Cipidan	Total Federal Act	City/ Town
Education Facilities - Universities and Colleges	Pachterg State College - Harmmand Campus Center Ryal Regissument	THE SUBSTANCES INTERPRETATION OF THE STATE O	2410,215,00	Rabburg
-	Frichtung State College - Contan Hall Window Replactment		361,450,03	Fichburg
Education Facilities - Universities and Colleges	Pstentung State College - Electrical Detribution System Repairs	Media of the enclosed approach controlled of Faderial Partial epopement, which is no longes anothering. FBO, is a princery test carapus, therefore, the manifestrates are entered by the	81,000,000,00	Francis
Extranum Pacifiles - Universities and Cullages	Filestrurg Blake Oxflege - Soetuse Burkterg Retrovebon©xpart.com	Profession to appear of Commercial Control Commercial and Commercial Commercia	24,000,000.00	Facility of the second
Education Fucilists - Universities and Colleges	Pictobug State College - Parking Garage	305	15,000,000,00	Fitchburg
Economia Facilities - Unratisates and Colleges	Fircheurg State Gollege - Canigus GersenLibrary Remorations	nninato needo. This project would stallado a lorg with rehiginarist of Studion Social Sia coellet between differing programming.	554,800,036,96	Fitchbing
Education Pacificas - Universidad and Callege's	Fathoury State College - Planer Plant att Fuel Of to Maunal Sas Commission Prayect	Productions of the campos regist power plant scholars is and connected from 80 (testy) residual beload to resease part. As vicinities of efficiency, Convention to nitratel gas will include the system year (CC and 50) year (45) leaved by 60%, as Francephon is the last containing callege same plant have been produced by including human.	51,900,930.00	Fishbay
Exicuting Pachees - Undersities and Collegue	Pitching Stafe College - Power Plant Boiler Modernizalian Proped - Phase II		\$3,390,000,00	Faciliting
Education Flaskiers - Universities and Colleges	Pachtaug State College - Expanded DCAM Chiller Replacement Project	Budis or planen SSON Chilege Careles republication travers, previous absorbed impactors statement in review or protection chileges. The completion Statement in the completion of the control of the cont	00'000'000'5	Filchburg
Education Facilities - Universities and Callegue	Pitchbook State College - Solar Pitchovoltaic's and Roaf Project	entra is continuonen with the root replacement of the Callege Center coul. The isaukind chain power generated veryld by consumed the If Architects was Calestonia Caustructers under cantrast for piocest, with B marris comprésen larges,	\$800,000,00	History
Effication Facilities - Universities and Colleges	MSCBA - Fitchorg - Residence Yolf Renovation/Energy Efficiency		00,000,000	Facisburg
Education Facilities - Universities and Colleges	Framingian State Callege Premawey Heal Chiller Replacement		\$2,656,000.00	Framkyjham
Edutation Facilities - Universities and Calleges	Framingham State Celloge -CFCetros Hall Roel Replacement		8500,009.00	Frankogram
Colocalon Fasalnes - Universimes and Colleges	Frantrigham State Coblege -New Residence Half LEED Gold Project	Resease proceedings to design and controlled of the one presence has no assessment of the proceeding in public being blacks or washe ledged behaviorally between the proceedings of the public behavioral to be a second to the public behavioral to t	\$750,000.00	Folgrangham
Education Postbass - Unarrysters and Colleges	Framighten State College -Carapia Roads and Walkeays Ropalis	Percessary repairs to the campos phrasectors, red-hage, and peloporary wakways. They reposs wit missing flurange why repair pavennin replacement, schemali repairs improvement, and 18 ADA companies.	\$1,000,000,00	Franchighten
Education Papalogs - Unvertibles and Calleges	Fronteightan filate Cabege -Campus Ubby Infrastrecture Reparts	Noversity stops is the campas shategorized. Those repairs will exhate shape, while it and severe tables repairs the stop of the properties of the son delabelian spling. The transmission is also as the severe of the severe spling of the transmission is also as the severe the severe severe the severe severe the severe the severe the severe severe severe the severe severe severe the severe the severe the severe severe the sev	1,500,000,00	Framkejskes
Echocalan Facebase - Universions and Colleges	Frankvigham State College -Electron repair and uppractes	The Callege is requaling building for exessary repairs and residiation of extend infastructure opporent or amount caregos insulfaing. Specifically leave building transformers are constructed for a construction of the construct	\$1,006,000,00	Framungham
Educators Facialize - Universities and Colleges	Framospham State College -Normal Hill Parking Expansion	Рэжизу выракона беск разист жыл жыл жыл жат жат жат жат жыл жылын жыл жатын жатыр катылар катылган жат жазуп.	55,506,000.00	Framerghans
Bisucation Pacifiles - Universities and Colleges	Frankrigham State College - State Street/Maynard Road Project	Tous Project - \$200 match on \$1.2M gailest, Summer 2009. Re-bank at Staro Steek soot pan of Maynast Road, two main palitic steets on the sampus. Whole includes new witten, new receiver may an extensive safely measures, and A2A compalence.	5300,000,00	Framingham
Education Facables - Universities and Calleges	Frankrigham State College Pine protection	Vectorsary repoles and installation of contain the year clear to camples buildings. These include line waters and the trappression systems for the bloady and clearnest buildings. These is systems one either not existing or grassly out of compliance.	\$1,756,000,00	Fransingham
Education Facebook - Universities and Colleges	Framingham State College - Secondy		750,000,00	Frankrighan
Education Pacities - Universities and Culleges	Francippare State College -Watternoes Library Phase 1 Renavation Project		\$400,000.00	Francoptun
Education Foogless - Universities and Colleges	Prantingham State College - McAustre Center for (K-12) Education and	Experience and removation of the China's Michael Center. An expensed content from the Chinalogia Program, would provide Science, Technology, Cognession and Maley (STEM, programs, STEM) and the Michael Stephens of Stephens and Maley Committee Chinalogia	53,000,000,00	Franzjans



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CI Cay Town	Frankoghan	Framzghen	Cardner	Gardner	Gardner	Gardnor	Gardnez	Garden	Gardner	Gardnor	Cardner	Gardner	Satérier	Sardiny	Cardner	Gardher	Creenstern	Grosentado	Green Head	Greenfalt	Creenfeed	Greanfield	Chresiliett	Greatelleid	Reguesin	Greenheit	Greenfeld
Total Federal Act Request (5)	\$6,500,000,00	26.000,000.00	\$5,000,000,00	\$759,950,00	\$5.275.006.00	\$500,000,00	\$500,000.50	2830,000.00	\$330,000.00	\$455,456.00	52,000,000.00	2600.000.000	\$12.000.000.00	2410,000.00	\$500,000,00	8150,000.00	\$20,090,000.00	\$4,500,000,00	51.600,000,00	\$11,705,275.00	\$1.190,000,00	3500,000,00	\$150,909.00	\$27,650.00	378,000,00	\$1.080,000.00	\$847,000,00
Project the confidence	Premovanda of Celebra Halls to maintain the validary of the halding its accepancy. Completed ICANS project (IPFICESS) DCI) through design.	Registry suitab prairie with dark for many residing with dark for many residing with dark for many residence from the contract of the contract	e - Complexation it New Also Test Center is invitate alternated by the Center is invitate alternated by the Center is invitate alternated by the Center is invitated and invitated by the Center is invitated and invitated by the Center is invitated and invitated by the Center is invitated by	ie - Elevan EGMs with approx KJD 867 in NORTO incerowes	Jayaa Wadayari Commany Callaga - Brotal can as two 1.648W Yadanas, callage has recenvil some brest from US Day of Prinsgy Whod Turbine	Novak Vikalosial Ceremonts Celege - Covec a side of the art Data Cerem richten along tentify efficial paintifiles.	re - Final staps of cost equecement, while over roll impsion integry effectively	Триев Часновей, Соловот Соверь - Фаркал межилуу, Ана выртаса разлад эм, на лаское правлением и указану Разлачу сыя жей Узавестря	балат Инститит Савер - Якериали тай подетстват и Савжноот в план на подетстват и Савжноот в план на притим на подетстват и Савжноот в план на притим на Савжноот в притим на притим на Савжноот в притим на притим на Савжноот в притим на притим на притим на Савжноот в притим на		re - Compiète Pinso 2 verinvation má na transform the exemps compatix eno a state orkino an comprehensive Lea may Pazzou de Cumer.	Phone Workson Communal Collage - Floating Compasse Usin that the report and demayed from previous rold leaks.		i knost wa aktesa ha kekalo kepino panga dinakarana panoulah yak dialahan verbajada ani bakenga yakuna. Tan pejed sad indak Ostabon wa menganyangkalon (1876k), dayana el enelay manayaneki yaken (1716), ékesake ogali (1416), nabasehen (1 diainegatang o Janobayahista artawa sadi napadening bak iber adi 1876k).			Feteromy and Central subgroups is chical statebook excisers to the religious parts in remote and consistent in the result of the Process Valley. This shall be subject to the result of the Process Valley, and control in respect commontmental process to the result and posted enrichment expensions as well as embass the regions. Then & Training consorts.	COCrossess help successful beneative temperate Elevans tenderials and page property. There is a prim weed to training use going space for the hands of control of the control of the second of the hands of control of the second	Then to a coldustrial shall revisible to campata. This servage age of CCD counted to 37 years, rister of which have before the facility instruction. It is servage age of CCD counted to 37 years, rister of which have before the facility instruction. It is also industrial revisible to enjoying some an en cumpata debutation instruction with the colleges, early distribution of depression ingree program.	The fine of countries of countries of the ADD of the Washington and Address (Martielle, Jan polanish Yealth Companion, countries floated as a center of Address and Address and Address (Martielle, Jan polanish Yealth Companion, countries floated as a center of Address (Martielle, Jan polanish Yealth Companion, countries floated as a center of Address and Address an	There is an exting wood streature materialmene garage real an externey detectored perfects, expecially the bower porters of the structure, Addisornally, the Completion of a new facility winds probable the camera tour inselensance bary-detenance b	The accide cat system segator to the ejectation classifiers to serve the projected meet for the leading and later the callege in public or research on efficience guidely enforcement or the callege community, the delipsons system round have the obdet to perform commynous in a sixthet, complete and feather material.	The Bellers is the East Ballocy and graving food stepps upons that were installed 19 years ago when the East (presponser) meals building with fault. The efficiency rating for these units are about 19% and as the face and per to the less and long. Her believely with fault to happ first thou products a supplicant sensity is installed by earth year.	Including devention counted system and detect the solicideding of scores and Enchance appropriately. The Bible is required including devention counted specime about the solicideding and an extra properties of the properties of the solicideding and an extra properties of the properties of the solicideding and an extra properties of the properties of the solicideding and an extra properties of the properties of the solicideding and an extra properties of the properties of the solicideding and an extra properties of the properties of the solicideding and an extra properties of the properties of the solicideding and an extra properties of the properties of the solicideding and an extra properties of the solicideding and		Too Nath and Spelt Caupyans own stambing states and suppart wells which med leptoning. Duties State even paraged wells epidends with miss areaser released releases. The state of Spelts are supparted by the second state of Spelts and cannelling consider minister releases to the suppart	The degrees facility year total suck expectant larger Bourt to codeling wandows need resplacing in ender to address to seek to the seek and are undestoning requirements.
Propertible	Framingson State College -Crocker Half Project	MSCBA - Framingham - Parking and Site Preparation	Mount Wadnisse Constitutely Cabage - Auts Tech Center	Mount Watchusett Centenunky Callege - Energy Conservation Measures	Mount Wachusett Community Colleg Wind Tubine	Abont Wadiosell Cemisarity Celleg Outa Center Resocution	Mount Wachusell Carenesnky Dakege - Roof Replacement	Moura Wachusett Controunty College Parking Lafe and Walforings	Mount Wachesen Community Colleg Renovation of Classrooms	Meuni Wachisser Community Colleg Greenhiose Replacement	Styurii Wachasat Continuity College - Library Phase 2 Renevation	Meunt Wachustill Cottanuitity Colleg Replace Gym Fleor	Mouet Wachuset Continuity College Residence Hell Construction	Moust Machinsell Commonty Galogo - Methernost Indestructure Improvements	fdoser Wachstell Contratoly College Lite Safety Projects	Misure Wadhersett Genntrady Cobogo - Wittenproof Building Envelope	Geenfeld Community Cullage - Performely Arts Genler	Greenfeld Canariantiy Cobogo - Sustainsbildy Energy Resourch Bulking and Business Incubator	Gresskeid Community College - Coldisine Facility	Greenfald Connervacy Cullege - Academic Bailding to replace tempor Cast Building	Greesfeld Connounty College - Mantenance Facilty Upgrade	Greenkeld Canthwatty College - Telephone System Replacement	Greenbold Continuably Critisgo - Efficiency retro-fits for East Building	Greenfield Community Colege - Efficiency retro-fils for East Building	Greenfeld Community College - Efficiency retro-fils for Bast Building	Gosenfeed Correspondy Cologie - Masonry Repairs Courtyards, Closeife Stairs, etc.	Greenfeld Corresuety Cutege -
Task Force	Education Facilities - Universities	Education Facilities - Universities and Colleges	Education Facilities - Universifies and Colleges	-	State - Universities	1	Parent.	Eguanos Facilios - Universidos ans Colleges	Education Pacifiles - Universities and Colleges	1	Estucation Facilities - Universities and Colleges	Entration Facilities - Universities and Colleges	1		Education Fluidites - Universities and Colleges	Stoodate Facilities - Uncurvites and Colleges	1			Education Facilities - Conversions and Calleges	Education Facilities - Universities and Colleges	capties - Ukirenskink	Education Facilities - Universities and Colleges	Educaton Faceboo - Universifies and Culleges		Education Facilities - Universities and Colleges	Education Facilities - Universities

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## Commonwealth of Massachusetts

Table Poses	Propertities	Project description.	Total Federal Ass Request (8)	City Teyan
Education Facilities - Universities and Calleges	Greenfield Community College - Health Occapations Albeit Health Balking	Potoure and retroid as evaluing becaled in deventions Cerestion to accommodite all alled health property contently residing to a textilal basility.	51,950,050,05	Sreenfest
Education Faction - Universities and Calleges.	Nemen Basex Cummenty Cobase - Sustandari Brangy Retrosts	Dung 2008 hodewit Esset is callaborar soft Note and Conselburi Essety, compose a comprehensive resemp what of the Herwitti compose the sudfit included places and complete and an experience and the resembler resempt and the resemplement system, and exercise and completes—a collection proper of the CANAP, Manufacturi and Conselburing resempt and an experience of against an an enfective place at a subsequence of the conservation of the conservation and an advantage of a special place and conselburing resempt.	\$587,885,00	raverall.
Educates Facilities - Universities and Colleges	Northern Essex Community College - Spark wordow retractioners	The partery account business on the Hawniff campus, Spats, was and in 1611. The Salding Is approximately 100,000 on it and is positiven in turns of energy consumption. The versions and positive are symmetrically emission and demaily emission and demaily emission.	\$1,500,000,00	isvorbil
Ethiopion Facilities - Universities, and Colleges	Notiteda Elsano Carennanily Cologie - lehormation Carentee-Library resouration project	The habiting is developed in the case of energy. I leads approximately from a serioral her square leaf to opening the items of compare buildings developed in the compare buildings of the aging of the compare and proceedings of the compare of the compare of the compared the comp	\$5,500,056.00	-tavernill
Education Facebors - Universules and Colleges	Holyoke Community College - Replacing Patios and Walkwitys	eplace exterior sums and valloways. This work was designed by one of insected valloways to the North and South of the area replaced in 2007 subomant opportunities.	52,500,000,00	Holycke
Education Facilities - Universities and Celleges	Halyake Gonemandy Callege - Fire Adam System	Design has been completed to upgrading the Ke albein syntem is the Depositive Building to timing the hooking up to cook.	\$250,000.00	1019080
Bousaten Facilities - Universities and Colleges	Hölyöke Cammiusity Caldege - Pise Allam Systems für all öther Luftbigs	To being the lettering top to case. Priori Building, "V. Building, Rehmot Belleting, "G. Building," P. Building, "P. Building,"	5620,000.00	PSSPECES
Education Facilities - Unviersiers and Calleges	Mokuke Community Colloge - Mayor Coprtal Project 1	Monthly accumingnes of spinors vocabled by mones to the Killedgio Dictals and Photo Bin. Antilipse existing readistins and adjustments and apparenties for both to be to be the substitute of the Killedgio Dictals and Photo Bin. Antilipse existing readistins and adjustment of the both to be the both to be the substitute of the Killedgio Dictals and Photo Bin. Antilipse existing readistins and adjustment of the both to be the substitute of the	\$4,756,000,00	Holyoka
Education Facebes - Universities and Colleges	12. 0		\$20.300.005.co	ribigidae
Education Facilities - Universities and Collected			\$700,000,00	rolyoke
Education Facilities - Universums and Calleges	Halyake Community College - Additions Perking	Banat or indeades proditives. The college is in the report of new parting lists, in 2004, HCC hates a consultant to partiern a parting study but the campus. One of the recommendation is in the same that is a master a lost was of our day can certifie.	\$750,000.00	-totyce.e
Editation Facilies - Universities and Colleges	Holyoke Constrainty College - ADA febrits	Rejabora vosiding conzuere sump vosy leading from P sanding lick to the sacronal partie licky. Retrainly to ADA sprodications,	\$250,000.00	-lotyonza
Education Pacifics - University and Colleges	Holyake Community Collage - ADA fecues	Regione, and helangscaper strevolk leading to the Barley Center. Regulat to ADA splootscalarity	3505,930.00	diyoka
Gibuation Facilities - Universities and Colleges	Holyoke Continuaty College - ADA Stories	festall a chlorody knotking brock K ord L parking too to Conor. I packing bit. Dipprate Options, grades the waterway and install rating to oracl ADA specifications.	\$500,000,00	dalyoke
Education Fuolities - Universities and Calleges	Plokove Community Cobage - ADA Soules	अधिकार अंद्राध्यके विद्याकीलये (उत्तायक)	\$250,000,00	нејуоке
Ecucation Facilities - Universities and Colleges	Holyoka Community Cobase - ADA Issues	FOR PART E WILLIAM DE FORM & ALLA SERVICION DE FORM DE	\$56,000.00	retycke
Education Facilities - Universities	Holynké Cerninunky College - ADA fisues	Present the bus and which passenger dispurit, and Visitor 5. Lid adjusted to the ensurable to the Frost and Dentition buildings	\$1,550,000,00	павуоке
Educatus Facilités - Universités and Calleges	Hülyüke Community College - Keyüsid Access System	Establike Kada Bases System and minibusm on uposk awars to descripting, bilds, stolege seats and building enformats,	\$950,000,00	чақоке
Gozcelius Facilities - Universities and Colleges	Мараке Солинавіу Сайвде - Бааг Направле	Replace dan handen, lada, ind dinasa and appearances of Princ. Dunish, Abileb "C." G." and "E" buildings to male their tode requeriments.	8979,956,00	lohake
Education Facilities - Utinonsities and Colleges	Holyaké Community College - Rozdway Lajiti Pokes	Volksians Community College Routings - Routings and Spatial pales and light features in central sin central control and con	\$359,000,00	folyoke
Education Facilities - Universities and Colleges	Northbir Essex Community College - Hazardbus Waste Removal and demolition of intown mall	, know Jedy Hoain K. Tazbolney Caldo via lis constructed is port of the TeleC. Camerica careau. "The Calago is devised protein to exactlicat his bridley as the size of the Britanian Landon in Protein as careany as well as the form of the size of the protein as the size of the protein as the	\$2,406,000.80	Cawence
	Addressex Commenty College - Back sig- generators	Provide son panakki openingn for endoppinace of valoas buildings file salley systems.	\$240,000,00	Lowes
Education Pacifilips - Universities, and Colleges	Paddlosex Conniscity Cellege Hybrid (5 Vehides)	Pucificace more energy efficient vehicles for Pacificac School vehicles for Pacificac School vehicles and the Pacificac Vehicles and the Pacifica Vehicles a	\$175,000.00	.coell
Education Papalies - Diffeenatios and Colleges	Weddesex Community College - Community leading systems	All buddeg aptions will be recommissionation operating efficientials	5450.000.00	gavo"
Education Pacings - Universities and Colleges	Médifiesex Continuently College «Expand EMS centrols	Photosec Controversity Calegoe - Expect Dimensically build an INCO'S RMS controls, each and being a sopal-accessed elegant to control introducing and many leading controls with uniforation.	\$450,000,00	Loveell
Ethication Pacifies - Universities and Colleges	Middlesex Contractly College - Clotter replacement	Poptace aums children innis varii emelyy ethicarii isables.	\$100,050,00	Lawes
Education Facilities - Stringssies. and Colleges	Mdiffesex Conntinelly Callege Economizers	Installation of economical We take the uniqualism of quake free thating and cooling of thicks of sk.	\$75,000,00	Cowell
Education Facilities - Universities and Colleges	Middlesex Consmirrey College - Geothernal energy solution	losest profilating sealant is as risky buildings as possible to other senest survivals assistances with the recentible and enspectors and source.	\$500,000.00	g.omo'r
Education Epoplites - Universities and Colleges	Meldbesex Centimusky College - Lothykacskaton redesign	Prizatily design of City kathega, pinning section points are defining in regulary in valued and voltery.	5290,000,00	l'owell
Edution Pagetes - Oriversities and Colleges	Middlessex Cessmustly College - AHMODiller replacement/EMS	Popariment of busing 25 year old air beaching unco and comparint pairs	\$350,030,06	Coyvell

-Modellaatkon Ellant - State-Revenued, Shanel-Ready Project fine

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## Commonwealth of Massachusetts

Tabk Force	Project title	Physical description	Total Federal Act Request (5)	Galyr Tower
Education Facilities - Universities and Colleges	Mittlenex Convincelly College - Autoclave Indialion/ventilation	Curren space kritakona resiliti propor volitigi ul dis equipmenti	\$50,600,40	Coverif
Eduçation Facilities - Distensivos and Colleges	Additiosex Community College - Redesign builded approach	Рессийдания исторительного предоставления и предоставления пре	900,000,000	gamo?
Education Facilities - Unaversities	Meditissex Convincinity College -Provide 3rd fluor earnss	Provide electrical agrees from that of strakess building by concluding of the earspia.	00'000'00	Cowell
Education Eachbes - Universities and Colleges	Mindlesex Countries College -Real	ABNO 10 YORKI 11830. RODIS 10 FOOT,	\$75,000.00	109/07
Education Fedities - Develoins and Colleges	Middlesox Commanity College - Sassorty Repairs	To conduct variate freeted introdery work on MCC colleguias	\$200,000,00	Concil
Education Pacifiles - Denemates	Missberex Continuinty College - Regrade stual	Current (epopulational access scaleguations to the visind buildings dires one compared to be a State to State).	\$200,000,00	Cones
Education Facilities - Universities and Collectes	Middlesex Commany College -Restace	ded so the service of the service of the respect of the respect of the service of	\$106,000,00	Cowell
Education Facilities - Unresigites	Missesex Constituting College -Ridpave	Altakeon Commony College - Piquee Pan Sazaki Mater Plan (SAP) kn Altac	5969,000,002	Cooti
Siducation Familians - Universities Siducation Familians - Universities Sidi Colleges	Middlesox Constrainty College - Tetror & Ruilding Modernization	See Stools Maler Plan (SAF) for MCG	\$10,070,207,00	Cowell
Education Facilities - Unversions	Modeles Community College -City Cantury Builden State nictions	COR (SARM) MARK Plan (SARP) for Mark Plan (SARP) fo	\$24,430,898.00	Towell
Scoulator Facilities - Universities land Colleges	Releases Convenienty College - Gelly Rudden Modernization	See State Hand Plan (Sep 70 M.Co.)	\$4.012.590.00	Towell
Educator Facilities - Universities and Colleges	Nerdelen Community College -	SERVINGER FOR SE	\$5,775,024.05	Losed
Education Facilities - Universities and Colleges	Masdersox Commanney College - Carr Access	Install and scoops sortical name; to all extend taken as well as after train and shadon for eithy. Additionably, provide callot society to computed hads and sensative allots.	\$405,900,50	Lowis Boding
Education Facilities - Universities	Nadriesex Contriexnby College - Connenty Physic fil	Califore influence of successions in the control of	\$150,000,00	Luwis Bodoed
Education Facilities - Universities	Robblosex Community College - Exterior Examine promoted		\$100,000,00	Lowell Bedford
Education Facilities - Universities	Mikutesax Commentity Callege -GIS -	Kasa-g at Ivor years of both carpaises decirent "Cad" for upgrading and planning ease.	\$150,500,00	Lowelli Bedford
Ethopatear Fuolities - Universities and Colleges	Framogliani State College Malbeta carpus dovelopricent		\$3,300,000.00	Marthuso
Educator Pacities - Joverstas and Dollages	filassatrosetts State College Bubbleg Authority 2006 - Various Projecu	[I stormers is stands regarding ASSAD, strake, the until mean stand stands of the class of the stormers and in special stories by a service by proset. The strates are actions an unsupply of the agreement, search stands and the strategy of the strategy of the agreement of the strategy of the agreement of the strategy		Multque
Education Pacifilies - Universibles and Colleges	Klassachusetts Coltege af Liberal Atts - Campus wide the protection system Ubgrindes in state buddings	Conput, with the principles system uppyings in 1980 by the lastings	\$715,000.00	Noth Adams
Educated Facilities - Universities and Colleges	foressethorets College of Lateral Mt5 - Worken replacement Front Library and to Bewenin Hofi	Ranselhovek Calmys K. Lakos into . Introduce splacement Frest Latery and in Beneare Natl Viction restarts Frest Davin and Frestan state	\$200,000.00	North Adams
Education Facilities - Universities and Gelleges	Mass achievetts College in Euteral Arts - 1, 900 sq mater 1244W Photo Voltaic army	i SOD sq neter tiskký Photo Velkne strey	\$1,000,000.00	Routh Adams
Errocainse Facelines - Usiversities and Colleges	Missianniserin College of Liberal Arts - Impatent Hausur removalest.	NEW POINT FOR THE POINT FOR TH	\$450,550,50	feath Adams
Education Facilities - Universities and Cohegus	Massachusetts College of Liberal Arts - Raplacement Children for Freel Replacement Challer for Freel	AND AND THE	\$250,000.00	North Adams
Education Facilities - Derensities and Colleges	Palesachweits Collage of Lineral Arts - Replacement Challer for Edings Replacement Challer for Edings	Raphaenesti Culer to Daniya	\$250,000.00	Nietr Adams
Educates Facilities - Cocernites and Colleges	Mascesousers College of Liberal Aris - An certainaning for Venebile Theuse Air conditioning for Venetile Theories	he verticenty to through Theoret	\$250,000.00	Notice Adams
Egucates Facilities - Crimessares and Colleges	Mackenthusotts College or Liberid Arts - Campus wide healing and cooling operals		\$291,000.00	North Agams
Education Facilias - Universities and Colleges	Mercantusens College of Liberin Aris - Replacement Soam inver and Steam 11905		285,000,00	Modh Adanis
Education Families - Universities and Colleges	Mercachusetts Cullege of Liberal Aris - Campus externe stainway replacement	равиловућа Архину, венико отбите:	\$100,000,00	North Addins
Education Equation - Unavisities and Colleges	Massachusetts Cobege of Liberal Arts - Wan't Higklins Elevator Mark Hopines Elevator	Plant Higgsho Elovalist	\$600.000.00	Markh Adams
Education Facables - Universities and Colleges	Microphissets College of Labrid Alts - Estinge Hall Elevator ADA and Access	Estray 198 Season	5800.000.00	North Aderris

ire Mabibyskus Effort - State Reviewed, Shovel-Reudy Propert List

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# Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

TARA Farce	Project 1889	endeitsenge zeigen.	Total Federal Act Requiest (8)	City Town
Education Facilities - Universationes vang Colleges	Mussachusetts College of Liberal Arts - ADA and Access	Predi Shrasy alexakor i appade	\$150,000.00	North Adams
Education Facilities - Universities	Manachusetts College of Liberel Arts - Campus parking lot upgrades Alba and Appensa		\$1,560,050,00	Marth Adams
Education Facilities - Universities	Massachusetta Gollege of Utberdl Arts - Caemata Genter Gern Pilco:	Configuration of the grant for KCAA south and statement of the grant for KCAA south and statement of the grant for	\$500,000,00	Norm Adams
Education Paulilies - Universides and Colleges	Mensechsisetts College of Liberal Arts - Security old safety Key Card deck lack system for compani revolom halls.	february and safety	52, 160, 600,00	Morth Adams
Education Pacitities - Universities and Colleges	Marziachusetts College of Liberal Arts - Cansus Signate	And State of the S	\$150,000,00	North Adams
Education Packlets, - Universities and Colleges	Messanhuselts College of Librat Ads - Propesty Acquisition for the Construction of the Center for Science and Linvastore, parking, analyzen space.	Chipput Espanion	\$2,500,000,02	North Adestes
Education Padding - Universities and Codeget	Mansachusovits College of Liberal Ars. Versable Half worst to prevent the variety penetralisor und regali interfor damage to entings and floating	feath and foxes	\$500,500,00	North Adjants
Educator Faulties - Universities and Cullegez	Massachuspils College of Liberal Arts - Athletic Complex Improvements		91,050,000,00	Work Agams
Encasion Paristes - Unversites, and Colleges	Massachatetts Edlege of Liberal Asta - Businosa Coridousy Plansing	Device temperature and reduction to the second control of the seco	6500,000,00	North Adams
Educator Facilities - Unvenzions and Colleges	Nassaurinselts College of Cland Arts - Copuldy and aniety Xery Card José sock system for cameris classroom bustings	Positive and soliding	\$400.000,90	North Adams
Educatos Faailies - Universules and Colleges	Addissionathuscom College of Langth Arts - Classicom technology upgrades and resumment Sher palls	Берсеркия эке комуле	06,000,0058	North Adapts
Educates Facilities - Universities and Calleges	Hissachusetts Collage of Literal Arts - Conglete Medium Voltage Project	Papellace Bushings Samph Gosti	\$200,000,00	North Adams
Enucation Facelines - Universities and Culleges	Massachasetts College of Liberal Atts - Interior Applicates to Compas Conter Collects and Library	Resoule states Folicités and seplany families	\$756,000.00	Suth Adans
Educator Faultois - Universities and Calleges	Massachusetts College of Liberal Arts - Peayliulity for the MCLA Confer for Scende and streowards.	Galera Bubbling Fability andy. The pages has been appeared in the Centrals Makes Plin and Mich. A result to Reger the study process	56.00, 0.00, 50	North Adams
Elducation Pacifics - Universities and Cossepes	MSCBA - MJLA - Rendence Yest Renovalies	Energy absency, let schey, accords, task coopsined. Total & Energy	\$450,000.00	North Adams
Education Facalises - Universities and Colleges	densitive Community College - Estendr Estein Estatege Repair Enselope Project	тамын тамы	\$2,200,000.00	Petsfeld
Egunatian Facilities - Universities and Colleges	Berkshire Cemimenty College - ADA Jaccess Project Phase II	MAX ACRES PROPRIET	5550,000,00	Pitrishekt
Education Paralities - Universities and Colleges	Bohazivre Continuedy College - Renovation of Howthorns & Meletic Buildings	Energetheristra Schiefty Projection.	\$39,000,000,00	Pershabil
Education Facelos - Limoradas and Colleges	Benshire Caremanty Collega - Energy Wentlow and door replacement Efficiency	Worldwa 2nd Gold (#SEROPHEE	\$2,500,000.00	Pyrofeed
Education Facilities - Universities and Colleges	Besishue Certenvoriy College - Ediuna Estenar Brudopa Pepali Erwelape Project	Ельтор Беран	\$2,206,566.00	Massand
Education Faceties - Universities and Colleges			55,500,000,00	Patsseld
Education Flicialists - Universities and Cafleges		CAPINS RAIL/ARIAN	53,200,000,00	Pittsfield
Education Facilities - Universities and Colleges	Serkstiro Community College - Repeir and replace roadsrishroways	Poodwars, parlug bits, and statemark is need of testiscenent.	\$2,496,000.00	Pilsteld
Education Pagation - Universities and Colleges	Benzhite Community College - Gyni Boar replacement	Synt fice replications	2300,050,00	Petsterii
Education Facalities - Universities and Calleges	Berestine Constrainty College - Vernal Post Rensedation	Environmental Handdolytal	\$100,050,00	Patshetti
Education Facilities - Universities and Colleges		Blacksen Controller Telepo, Planovalabon Millerina sparity on BCC campas. Court Personalasin	\$304,500.00	Pitsteld
Education Pacities - Universities and Colleges		By Darbana Christopher (Christopher) Christopher (Parkathur at Innering National Parkathur at Innering National Christopher Photores.	\$45,600.00	Prisferi



	Olfy Town	Pittiesd	Passed	Passan	Patafield	Persion	Pittsbaki	Pätsfield	Potsfeet	Prisheld	Piltshold	Prinstrated	9935883	Priskeld	Patrolesitt	Parsavid	Rozbury	Ruxbury	Rosbury	Salem	Safern	Salerin	Sakem	Salem	Sakm	Sphngledd	Stateveste	Statowedo	Wallesley Hills	Wellexloy Hits
	Total Federal Act Request (3)	520,000.00	Q9)	15,000.50	92'000'025	\$132,606.06	815,490,00	560,000,00	24:00,000.00	TSD	2000,000,00	520,000,00	(8)	615,500.03	180	848,900,00	51.192.238.08	\$400,500,00	29,000,000,00	\$2,000,000,00	\$580,000,00	\$5,300,000,00	\$150,665.00	\$650,090,00	56,000,000.00	\$12.000.000.00	9350,030,00	\$1,450,005.50	\$1,300,000.00	\$1,000,000,00
Commission meath of Massachusetts	pepthanul talend	Segredits to all blendox parts on cambrat for 25% subdigation.	Peption resolute ENS with modern tradesing and tringing modelly modelly made in Prices.	Pojácz walk-is religietőv iri kidnes.	Rational on the soling post of soling from the House.	Fire altern systems in the face of the first state states for parties, and deletions. Replace existing 12HF reposite by continuous palva.	Y Polystoc (1819) SPLACH VANOR.	CLOS STANDARD OF THE WAY OF THE W	of state of the control of the contr	Repar expansion joins belongs the Edwards Lithay and Konstewalthy budgings & Pests Administración and Busan (t. Anthery buddings	Debe entropolary generator upgrader and new strateging generator for beloathston Patraloboxy Avea.	ERENTE STATE TO THE TO	FIGURE CONDUCTOR AND REALTH DESCRIPTION OF THE PROPERTY.	R. STOCKERSON OF	арабразина Симинтур Сабара - Вилізы Доврана- Ток «Аксента» примера ил самира». Каката бузан туртава	Amplico A.C. soil In IT serim lines.	The alcuminus workship procedures the camegan are analysis to be abiding and terporal repair. The officials propares is change in a new stategy discent window system using law a grass with polyspious distinuing any sources.	7		Sent Sub-Corps purment instruction behavior for behavior in Section 18 feet of section 18 feet in Section 18		Submit State Calling places to make proceedings of the control at backing on it Control Campins. A part aboved those of callings contribution made failured for the second of the control of proceedings of the callings of th	Replace existing Christor Brooks Bathr, Woch is at the Intel Orles world file. This belief and be explaced with a rates obtained one with a bush field banner to take advantage of market factorisations in fuel costs.	Posterio vincow, at the Heriogram Belding. Excision vincows set shalls pate and any me among whicher. Shallog window thin is dendered determined. The callege definitions to make involves windows worther both but is unable to strange the back intelligentary of the decap, the back.	Nov. 2/3 Date, spicition, and allant, entries factors, 1 and 2/2/2/	Regardenes or central results posting posting with a bombes combined here and power plant. The exciting plan is all organis equipment which, shell's years, is at the end of it's useful life and integrated in the second of the	Bab a leocatir of standende obbye course-because equiralisms among all community calegors, state calegors, and Cherenia of Massacharetis campains based or ordensable coaso- comers and commiss states learning partners deplayed and searchable on a pable, which for suchers, and socialisms. Estimated amough mantlespore costs. \$20,000	Adopt is diffused electron, transporting belony system with the partition of ordine displace audits. Estampton areast systemation costs: \$720,000	Profuse and extendenced of 24,500 sp. E. Nichly in Findinghams well instantic college visibility in the commenting was projected space for expansed Aubli Especiated and Weeklings Christopherer [31,500,000] programs to meet the kills treads of Findingham Especial and the Commonwells. Purches price before staken.	Construct debition to Reconstruct Welters Cepter (mild building) to straight solidate opportunities in Perfective ranges and above radout reliats to peaches and play laters general the logar \$1,000,200,000 compass.
Containonwealth of Massachusetts	Projectitiis	Berksbrie Continuelly College - Ebranin Usandes	Barkstobe Comercunity College - Lappards EMS/HVAC & Site Basifing Lapting Controls	Berkeline Cornennisty College - Replace Walkda Reingestor	Sarcchae Cannundy Collego - Pool Renovalico	Berkstaine Connequently Codings - Life Safely Linguistics	Serieshire Comenney College - Litrary Security	Barkshue Community College - Generikause	Berkstire Connuinsy Callege - Estern Star Replacement	Bankabies Constructly College - Coopersist Jents	Bankshare Commonly College - Sinecond Separate I Separate	Barkstrie Controvelly Colloge -	Sonstine Community College -	Berssale Contentity College - Dates Floor	Solicanae Constiuntly College - Euith Electrosti System Upgrades	Statistics Community College - ArC Smil in Information Technology Area	Ruddary Cerntranky College - Curtainwal Building Envelopes and Vindlaws.	Rodoury Community College -Righaus Fire Alaton System	Rezistry Gernstunity Cultage (Oppmie ford (4) Leboratones	Salem State Codegy 4T Services Facility	Salem State College - Total Sall Marsh Luboratory Restocidan	Spiern Stote Cožego -Renarable Esergy Indialine	Salem State College -Harrington Bukting Boller Replacement	Salens State College Amerington Butting Window Registerness	MSCBA - Salem - New Copacity & Residence Hall Life Salety	Springfield Technical Conmisually College -Replacement of plant	Department of Higher Education - Course-to-Coerse Equipmenters	Department of Higher Education - Statewide electronic Innincipis	Mazz Bay Commantly College - Frantigham Arad Edicators & Wastbace Developerati Cester	Mass Bay Constitutely College -Real.
Conumonwea	Task Fare:	8	Education Facilities - Universities and Colleges	Education Facilities - Unversions and Colleges	Education Peopling - Universities and Colleges		Education Cardines - Unaversition	caffes - Deneraties	Education Facilities - Developes and Colleges	caties - Usiversities		Education Facilities - Universities and Collectes	clibes - Universities	casses - Junorskers	calides - Ultraestes	aldess - Universates	Goldadan Padgoos - Liuvino Res and Calleges	Edycatery Pacifices - Universities and Colleges	elitica - Uncoreo tes	Entralog Footbas - Deasts siles and Dolleges	Education Facilities - Universities and Colleges	1	_	Education Faciatios - Universities and Colones	aggies - Universities	Office - Unversible	olitigs - Universities	,	Education Fedities - Universities and Calleges	Equipabos Pacidies - Universities and Colleges



### oromonwealth of Massachusetts

# Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

TaskForce	Projectitie	Project description	Total Futeral Act Request (8)	City Town
Education Facilities - Urpremities and Colleges	Mass Bay Community College - Solence It so Resentation	Resource STEM classicorus to improuv tepening/loadining printectivity.	\$400,000,00	Weilesbey Fells
Education Facilities - Litrixessing and Codleges	7	and the state of t	\$500,000,00	stratectory risks
Education Facilities - Unwigsties and Colleges	1	About Mary Comment (Caling - Exercing   recitation enrighment to appeal and a series spiral of the part of the par	\$290,000.00	Wellesday 15ths
Schoolen Facilisis - Universities and Colleges	Mass Bay Comissionly College - Fire Alarm, CCPV, Intercorn, Card Access	Replace for alters system with island-out expendible diginal system. Viten wing for the system also result, CCTV, intercent, and buildingscont access system.	\$750,000.00	Wedesley Hills
Education Facilities - Universities and Colleges		Rephas fron underland generators with one wat meditived to make beducat have or calculated explanational explanational participations are larger and application of epidental participations are not under complete with PEC ence APPA.	95:000,0088	Wetlestey Hills
Educators Pacifics - Universities and Colleges	-	1860's wizdow culan wilk toests replacement with westow system that vall improve carrain contral Kstuds.	\$2,500,000.00	Wellestey Hills
Education Facilities - Universities and Colleges	Mass Say Community College -Merdany Replacement - 1919	Stally place worders register nytherman to support building Canada Canada Saure.	\$750,000,00	Wether Stry (48)
Education Pacifies - Unadditutes ned Deflegas	-	Renautions of College's share from to stabule now HVMs, and Backup system and electrical feeds.	\$250,000.00	Woleciary 1485
Estimation Finalists - Universities and Colleges	Mass Bay Commently College -Cooling Towar	Aprile betraption is fear the opportantly for this type of system.	\$55,000.00	Welfestoy ratio
Ettacalan Fatitins - Universities and Coffeges	Mass Bay Commutaly College - Returbsh Ebryotor - Carey	THE TABLE OF THE T	\$175,000.00	Wedeslay Hills
Education Facilities - Universities and Colleges		Vagrafu akrator to mesi Kuh contatence Islaes.	6175,500,00	Wellestoy Hills
Ellection Facinity - Universities and Colleges	_	Abols By Chimpage College Federics Pecisioneric of extens to repons builting society side every 000sts virtually and every 000sts virtually 000s	\$350,000.00	Welfostey Hills
Education Problins - Universities and Colleges		Space в unlargenet то теке истаст for hatmey and other визоватие вызовател. Выхмете эне сответил addisoral space (3.090 sq. R.).	5756,959,00	Wotestey Hills
Education Facilities - Universities and Coffiges	Mass Bay Cornteutity College - Restroot: Renovation - Violeslay	Polinvile restrains (10) to improve accessibles. Albe, and sustainability, lisuacyb water sharving devices.	\$1,500,500,00	Welbestey Hilbs
Education Pacifities - Universities and Colleges.	Mass Bay Coentruisty College -Salar Power Photovotalic System	ón arressenet har delentenet ambre bindog do de berd bræðin 11 són sáng padals. The project is in ine meir sín Cannomeories endene i dende de dekterprosof daks.	\$500.500.00	Wellesky Hills
Education Facilities - Universities rand Celleges	Mates 83y Confilming College -55e Wars	Rodwey., Dahog kit, and Sokwah in med to replacement,	\$300,000,00	Seeberator Hitts
Etheration Papilities - Letiversities and Defeges		los de la condución y de Carry Balanda, ou mis no el manera mai de candadas suches suches cambas modific. Sember en del modifica de más producina de producida decama el pará el 12,550 (32) (32) (3) (3) (3) (4) (4) (4) (4) (4) (4) (4) (4) (4) (4	1 \$2,500,000.00	VANSOSRy Hills
Education Facilities - Chiveloutus and Colloges	Merst Bay Community College -Parking Gazays		55,909,000,00	Véulto Séoy 2-180s
Education Papifiles - Growinster, and Colleges	Mass Bay Donmansy College -Corrdor Resonation - Wellesby	Rokansk cortacs of Hors to grave may moderace building.	\$850,000.20	Wellesley Hdis
Edecation Pacifiles - Cawarsdes and Colleges	-	Restriction and leading relating the volt current equations of the current equations are also as the current equations and the current equations are also as the current equatio	\$650,000,00	Vysitesky Hits
Edusation Paulitina - Unosember, and Colleges	-	Dur water date pumps alse kingkeli inflaßkom medieb med dan be deplaced ked bare syputham dady operating dindig and also displaced provide mare consistent pressure to sur system ware provide mare consistent pressure to sur system ware	\$60.000.00\$	West Barmtable
Education Pacinities - Universities and Calleges		density of their conserve posters acres campas will provide arrays conservation and less appropriate on loss hall as well as a resistion in cases enfoating.	\$24,000.00	Wed Bansable
Education Pacities - Cativersities one Colleges		Annaberren St. Steiner F. Erings Fernish er enten sensystem system to current measure steines and goodly ordered and control a	\$1,20,050,00	West Barnstable
Education Facilities - Unoversities and Colleges	1	State Charles of Chingge - Grand ja myddon to chefront amylaidion of you four meanes Py james, we mich to integral by goard by give yr Thing was proved by give by the province of the provinc	\$192,000.00	West Samstable
Edecision Facilies - Orkotostass not Colleges	Cape Cod Constructly College - Parting Let Sphing	Paylocing our custinal listy road and particularity wit photovolation lagridary wit refunds mentally const. and coalout entractions	\$307,000.00	West Barntable
Education Facilities - Universities and Colleges	-	For yours we provided power and feating for our Latrary with a hydropen likel cell. "The cells has pareed translocing." Replacing this hydropen fact cell hydropen carbon entiresers.	\$2,390,000.00	West Barattable
Education Facilities - Universities and Calleges	_	Case Opt Comment, Children and a Cast of Section of IECLAM confered half by reconsistent and advanced in the Doublit Hyppers Chart half appears to control the proposed banks will meet have confidential respirationates and experiences a management of the proposed banks will meet have confidential respirationates and proposed proposed proposed proposed and proposed propos	3570,009.00	West Barnstalile
Education Packes - Universities and Colleges	Cape Cod Construity College - Day Care Facility Upgrade	Case Lad Castering Libego pates a styry case long point for the order style, Asia Balander, Early and Reference of the Castering Castering Libego and a style of the Castering Castering Libego and a style of the Castering Caste	\$525,000.00	West Synstable
Ekturakon Pippikoss - Universibhs nns Colleges		Case of Cammars - Gings has referenced members of processes secure for a same. Tester improvements include public solvers systems to all communications, speaks prices and public whether cases contil synther, and an absolucio, entance pay. Toyet is addrainful registrate include public solvers systems to all communications. All others between the least public and control externing systems, and were confound systems. To such control externing and the confound processes and the control of the control externing systems and the control externing and the control of the contr		Werst Bernstelle
Education Pacifies - Universities and Cellinges	Cupe Cod Centralating Callege - Chasal Pratt Energonalist	The Cody or is wither a trade or in this such a softward that made profit is independent and i	9317,000,00	West Barresable

aton Effort - State Besiewed, Shout-Ready Project Los



### monwealth of Massachusetts

# Infrastructure Mobilization Effort - State-Reviewed, Shovet-Ready Project List

Task Phos	Projectime	Ploy as terrangement	Total Perderal Act Removal IS	City Team
Bosculot Fedities - Unversions and delarges	Capa God Currentinely College - Correntinostrons Totals	Carp Col Community Cologo cannot have a Sicol over city by the since you to a part of the cologo cannot be seen to the cologo behing. The Sicol over city by the	5383,006,00	Wast Bamstable
Education Facilities - Driversidos erst Cofloges	Caps Cod Contributely Callege - Campus Integration	eaching lackly with points outreach missions. Our Weikland Education Posounce pretable, MA filter oppic compactivity is required. Approximatory 4.25 miles of their	\$225,006.00	West Buristable
Education Facilities - Universities and Colleges	Cape Cod Certmunky College - Albert Health Budding	ŧ	836,900,005,00	West Barnslasse
Erezotion Facilities - Usaversities and Colleges	Cape Cod Connumey Datego - Eassgency Proppiednoss	ne Red Cross, and the Department of Plubic Health to be an emergency to fully serve in this Inspecty and provide the types of facility reeched, significant	\$2,019,000.00	Versi. Barnolatife
Education Facebooks - Universities	Westinger State College - North Round Project	8 E 20	\$9,885,542.21	Vrockierk
Coveration Faculting - Universities and Colleges	Weatuled State Cultips -Pareitze Hall- Ostatulikes Servicas and Related Recavarans	The special protect being seaded seal that should pleaded from Complexing the state of the state	20.250.02	75.55
Education Facilities - Universities and Colleges	Www.triew State College -Power Plant Renavation	1 2	47 505 555 56	Wessfeld
Education Facilities - Lennocatios and Colleges	Wordflish Share College -Public Sifety Facilities and Operations Building	The project will include the construction of a morphile building on callege projects objects objects to the College was Super Periods Super Parks Supe	315,000,000,00	Westfield
Education Facilities - Universities and Colleges	Vessmall State Coflage - Ely Casary/Carryos Cerder Budderg Swittmarg Pool Improvements	Somming pool oppis, inchang institution at bloadily inequalist drives. Spit inglinement, dools improvements, afficia minocellum, (Michina system Tapraments), navier shouseful inprovements.	\$1,650,000,00	Westbeld
Edocation Peoples - Universities and Colleges	Mountein State College - Julippi Park Elementary Soxoct Verlical Accessibility and ADA Inprinvensions	riczob Pych dasponeny wał knajelneg śrakley. Wak wal tien dziżacie Pyc continction of a antuli abdelnen tu Wali one elevatificau sowiecz	\$1,786.400.00	Nestitalis
Estication Figures - Universities and Collects	Wegsfleid State Cottege - Parenzo Hail Retrovalions	SZ (PSPRZE) D TODA TODA TODA TODA TODA TODA TODA TO	\$2,600,000,00	Mesiliald
Ediscation Facilities - Linear sides and Colleges	Westfield State Coltige - Naw Classroven Budding	Afficient of the advancementation and the advancement of the advanceme	233,000,000,00	Nasheid
Ediniskos Pacifikos - Umrensikos and Colleges	Weather State Cottige - Liniper Park Elementary School Solor Replacement	Replacement of 60 year old cast one solitors with view wangs efficient dual field ballows.	8650,000.00	Westfield
Education Pageses - Orlivecides and Colleges	Weathold Same Codings Johnphi Park Elementary School Rondresfons	Netropriate to intellective it is deviser to proofs eaches to apper forms of belieful, AD hallworm structurates, instituting in chastocers, institutions of every princers hallworm of every preferent violence, schools only office remotions.	56,540,809.00	Vestfeld
Elecusion Pacifics - Universities and Colleges	Wostfield State College -Parenzo Hall Building Renovations		22,050,000,05	Agestificing
Estrocked Panishes - Utract silks and Colleges	Weddiou area Cologo -Whon risi Classoomf.aborday Renovations		518,006,000,00	Medical
Ettocacion Pacialisa - Universides and Colleges	Westfield State Calege-Sores Hall Bultding Recovations	fours, nd	\$12.500.020.00	Westfacks
Education Papers and Colleges	Westfeld Stite Calloga -Apertreed Comféex Courtyud-Dréinsus Halt Grosinits & ADA Inquievements		\$750,000,00	Vestfell
Education Facilities - Universities and Colleges	Westfield State Callege - Old Power Plant	nts to the existing stoom heater, replacement to nor Daving Hell Dry Stooge and Offices or	\$8,500.000.00	Nestfald
Educator Papilites - Universities and Colleges	Westbeld State College -Campus Grounds Improvements		20,000,050	Nestfield
Educarus Papilites - Uniderstres and Categos	Westfield State Cellego -Cameus Pariong Lot Improvements		8650,000,00	Aestfold
Education Papilities - Universities and Catogos	Westfield State College -333 Western Avertae Aermistralien Building	The project will replace the two man decreasing estimates to the building, replace marked and failing schedules, replace exciting addituration makeus to the astern section of the building.	\$1.850.000.00	Vestions

dake-Recoewed, Showel-Ready Propped Up

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Task Force	Properties	Popert description	Total Federal Act Request (3)	Chy Town
Education Paolities - Universities and Colleges	Westfeld State College - Attiette Fields	The project with include the replacement of puth patholit and baredood Laugusta, installation of now protes, bosts, blocks, blocks, and improvements to the causing located field behaviors including the simplified behaviors including the same of regions for setting.	\$650,000,00	Westkeld
Education Pacifies - Unaversibes and Colleges	Westfeld State College /Sopalon Halfi- Activities Plants	pape	\$1,825,000.00	Westfold
Educatur Palelles - Usrvestries and Colleges	Washing State Cobege - Ely Library Campus Canter Building	animated parking by CDAP and backers of the report ADA report of the report ADA T	59,300,000,00	Vestfold
Education Pacifies - Usaveraries and Celleges	Westhield State College - Parenzo Hall - Ceiver Aubbosum	This proper and allow the attention for the per addition of attention to sented to be med MoNASCATA requirement. It and allow for the industrial or the industrial processing \$2,500 (195) of the industrial processing the industrial processing and indust	82,546,000.00	Westfield
Education Facilities - Universides and Colleger	Westlind State Cologo - Scarbon Half - Bonquel Room	This gropes will allow for applianted to the analying notwindle viall system, celling the septimental lighting and occupancy sension installation, appliants, replacement at turnpast characteristics and sideam represents	\$675,000.00	Westfeld
Education Facilities - Universities and Colleges	Westfield State College - Ely Building	65		Westrald
Education Patilities - Universions and Golloges	Wwatnest State Collego - Ely Library Campus Genler Bushing Black Box and reisted Theater Romandians	The period with distribution to the studied for the text of the studied the studied of the studi	2850,930,02	Westhold
Etjucation Facilities - Universaliss and Calleges	Westkeld State College - Deing Concross Av Contitioning Critic stal Cooling Tower Replacement	Paring wild in sued to respond an condensing citiest end coulting from Tito proper wild also makes the distance and system control met. The proper wild also makes the distance and system control met. The proper against the control met. The proper against in the college for-your system control met.	8580,000.00	Wedheld
Edisolans Facilities - Universities and Calleges	Westded State Cottage - Dining Contrions Red Replacement	Partising will be speak to register the overlap und installed in 1882. Wash will also require the possible represented 9.52 entising septytes with more remay efficient routers and the temporary promoved and overlap efficient sometimes and vising.	\$715,000,00	Westfield
Education Facilities - Universities and Cellinges	Wastidad State College -Wilcon Hall File Alarm Lygrade and Fire Suppression System installeries	Periorg will be used to spyrade eaching the halon system and to sintill a building for supprepries system.	52,000,000,00	Westlicki
Etkopuban Pacificis - Ustrerabes and Culleges	Westfeld State College -Wilson Hall Science Laboratory Renovations	agen	\$1,965,000.00	Westhea
Education Psoftias - Univariables and Calleges	Vinstield State Callege -Wisson rinii Chiller, Coabrig Tower and Cardiols Replacement	neigy officient systems.	3985.000.00	SVeSi Sela
Educatory Papilites - Universities and Colleges	Westfield State Codege -Wester Palit Chemical-Acia Neutralizaban System Imbaliasio		\$475,000,00	Westbeld
Enuration Pacieties - Universities	Westleid State College -Wilson Yolk Securify Upgrade	Finding will be ment by edget do easier hubbles to a new compact models key system. The rollings will supply blein to seekel the finds, This request is for explored may,	\$28,763,50	Westfeld
Eduzation Pacifigns - Unoversities and Colleges	Wastfeld Bala Collige -Censiss Fire Alson System Mendaking Station essallation	Fraining will be word to extrapted the institution of activitative starter medicings taken or believe to the transfer of the starter medicing taken to the transfer of the tra	\$250.000.00	Wysteeld
Stocation Faulities - Universities and Octoopes	Winsideria State College -332 Western Avenue Boder Faphacement	Fuzzing will be sisse to equival (1985) see amoned gas balles and contests with rime energy efficient shooth.	8525,000,00	Stesifeld
Couchings Facilities - Universities and Colleges	Westfeld State Callege - Warm Hist IT At Constioning System Replacement	Production will be used to septice the exaction \$15, system find sheets the college's consistency and insist comparer objections. This system has been being a present years and has been connect to produce the system.	\$248.536.00	Westbaki
Education Facilities - Universities and Colleges	Westfield State Caboga -Bases Has Window Replacement	т.	51,375,050,00	Mex(Sels
Edvapaja Facilies - Universilles and Colleges	Westfield Blace College - Rate, Fall Fire Alarm ungrade and see Suppliesson System fragillation	Frieden will be word to those toggether to the recogning the indeed and to place it is beforen the suppression system. What will build include the indeed before the suppression of the reservation to the first system.	\$1,825,000,00	Westfold
Estinguise Facilities - Chivrientities and Colleges	Westind State Collega -Bares Hall Central Air Conditioning System Installation	Fembry pub to verd is entitled an constraining system. The building is one of four mine scienterin buildings on the sangues, it was constituted to 1998 and is used sandssimily for account and the sangues of the sangu	\$1.568,000,00	Westfald
Exception Facilities - Universities and Colleges	sNestfield State Collége -Poeter Plant Roller Replacement	Footing wil be used to replace the coping three Theory Brokes ballets that are 40 years this, Cost the estigate the apparant of astronos, assignating three Theory Brokes that are are to reserve the second to the properties of astronos.	\$2,000,000.00	Westfeld
Education Facilities - Liebwoythes and Cottigue	Westings State College Jurigins Pers School Cymnussum Flear Reglacement	Ill be upot to comme the ordered VAT grammaram that an ordered what new maligrapion floar system. Also analoused in this properties of the grammaram floar	\$336,701.00	Westleid
Education Facilities - Universides and Calleges	Westfald Stele College - Junper Park School Roof Replacement	Probago and be used or reptive the exister and most mastered an 1814 and mas been and or watering to wen hour years, Parmana of the risp anduzing sections over the specialism.	\$855,000,00	Westfests
Education Paolities - Conmissions and Colleges	Wostfield State Coffege Junipm Park School Wouldw Replacement	Flusting will be used to explice at building russing slage three glass reactions. The viordones ruske up approximately 50% of the science envelope of the building.	\$1,975,090,00	Westbed
Citaratus Fapilites - Universities and Colleges	Westfeld State Codege -Justper Park School Fire Suppression System Installaton	Funding will the exect on exhall a feet thing of suppression spherin.	\$1,875,000.00	vhositead
Education Facilities - Universities and Colleges	Washield State College -Mannemanne Budong Electro Upgrados	Familyty will be used to notified the resting man election swelch gent, upgrade secondary election systams, and fighing,	9335,000,00	Messell



# Commonwealth of Massachusetts Intrastructure Mabilization Effort - State-Roviewed, Showel-Ready Project List

TatkForce	Project title	Project contropional	Total Pederal Act Request (8)	Çityi Tokun
Etucation Facilities - Universities and Colleges	Westfeld State College - New Library	Fining with to start to controct a term state of this will be an integrated that it shall be a set to controct a term state of the sub- investig, such and section of the state of the section of the sec	\$22,000,000.00	Yestfold
Education Faceties - Universities and Colleges	Mediteld Sate Callege - Ene and Performing Arts Fability	Protecting with the end to conduct a term was an experiment of the conduction of the	\$75,989,000,00	Westfeld
Education Papelies - Labrangilles and Colleges	Wennel State College -Card Anguistion		\$2,500,000,00	Westfeld
Education Facilities - Universities, and Criticales	Westfield State College spears Property Capital	89	55,000,000,00	Westfield
Grupatan Facilities - Critical sines and Colleges	Westrieta State College -Wilson mall Enzrangeutal Centel Improvements	Produity will be risk of a trainwals exectly like and address to produce to produce produced produced to the produce of the produced produced to the produced produce	\$490,000.00	Westferia
Efication Facilities - Universities and Colleges	Westfead State College -Carajus Security and Salosy Upgrafe	This page of princip better states that you provide property and the presence and the princip better states are the color and the property and	\$1,955,000,00	Westfeeld
Ethoration Facilities - Universides and Collegas	Western that	The proper activates and external indeed and external tools and the control of th		Vesstatis
Education Facilities - Conversions and Colleges	Weshoss State College -Lammers Hall Purchase and Renovation	Figures in the State of section is the State of	528,000,000,00	Wastfalg
	Westhald State Gollege -Parking Garage	The collable wheeking that groups the short-bullets strength seasons in the collable strength and represented the manuscentral colls and proceedings of the processor of the collable strength and proceedings of the processor of	\$28,000,000,00	Messela
Ethication Facilities - Universities and Calleges	Westfield State College -Efficiency retro	ANSTANT STOR COREGO - Efficiency ent-O-Company by the destroyment by the first many than the destroyment by the section of the	93,500,000,002	Westfess
Estacation Paratiers - Universities and Colleges	Westfeld State College - Efficações refir fils	Wandele Estar Calego - Estato projekt Sensisy Pictorian Castle relationment of translational scapping techniques for the castle relations and translational scapping techniques for the castle relationship to the	67,600,000,00	Westfalls
Education Filiabilities - Universifies and Colleges	Westfield State College -Emergy and Sustainability Projects	Budding every, notice, sering elektrices for the elektric solar site Upidasy.	\$2.000,000.00	Wordeld
Education Facilities - Universities and Colleges	MSCBA - Westlest - Roskierov Hall Renovations	Every oficially, keeping Editory Editory. Loak, 45th	\$550,000,00	Wessiels
Enucation Facilities - Universities and Culleges	Guntsgafeurfel Cenntriusky Collego - Downtows Worosster Health Care Pacities	23.000 st of resignable decreases and learnings exposes, exposes, or solution decreased helico.	26,250,000,00	Worester
Equipation Facilities - Universides and Colleges	Quinsigamens Comminity Cullege - Soutstinise	DECE of the last 15 god at class poor and factorizing years. Specialized inhaly peopre space - desiritarizative briety first proteins and option and dustice first circulative for the special formal proteins. Related and dustice first circulative for the special formal	\$3,806,865.00	Wordswar
Education Facilities - Solverseles and Collegus	Cuersiganemi Coomunity College - Matteiro	OCC will provide access bringili koased truckhardev duzükles. In perdeystripe vilki Frammagham State College, 35,000 vil etheranem, reservorial, and utilap space. Expand insertorial corporates (Hearing proporation) and utilap space. Expand insertorial corporation in provide access to 25%.	\$2,300,000.60	Wexcester
Education Facilities - Universities and Colleges	Questagamoné Coonnandy Callege - Blackstone Vallay	10CC, will provide recess. Brough hearest displayed file would be retrovered Brongin capital prescribints and sold file and substances and abboratory spaces to support emerging and sold file and sol	21.800,000.00	Web complex
Eguzation Pacifiets - Universities and Colleges	Wordcester State College - Heatin Science and Athlecis Contes	Modernstanon or competed replacement of 45,900 at al., balding scricturated in 1959 per nor haves Plan	\$40,009,000,00	Wasterster
Education Paráties - Universities and Cellages	Worcepter State College - Cerngue Water Canservation Intiative	Compress Virtue Vindens Conservations belongs to	2750,099,00	Wiscoster
Edetation Facilities - Deversibles and Colleges	Workelse State Cellego - Campus Greening Master Plan	Coarese Secioning per Master Pain will reduce congression and promise must by	58,000,000,00	Wocester
Education Positions - Universities and Colleges	Voncester State College - Wasyleyn Inst Photovollar, Installation	Vitayina Na Payonina asalaka	54,000,000,00	Warester
Exception Papilities - Universities and Colleges	Worcester State Catego - LRC (Utearly) consolete renoughan		\$42,000,000,00	Veorgester
Egucarier Facilities - Universities and Colleges	MSCBA - Yeacmster - Residence Half Expansion and Renovation	Vera 170 bans, granklers, in elektro, pringgy valuency, selendsy. Todal, \$24.4 m	\$2,600,000.00	Wordester
Energy	MTA - Bolos Elfosoroy Control Panel Replacement		\$7,550	Alkint
Елелуу	MFA - Beacuri Patk Cogeneration Project		\$1.200,999	Allebon
Entrolly	UNASS Annard - North Campus Steamane and Infestivations Upgrade	The sames and reduced beard that approach to tablesting sections of the campus seems distributed by the fail. This is an one-gaing program that has carproved efficiency of the seems distributed system and reduced beard telephystem and reduced beards elempty consumption to campus.	\$12,560,000	Aprileiss



## Commonwealth of Massachusetts Infrastructure Mobilization Effort - State-Reviewe

Task Force	Project little	Project Introduction	Total Federal Act Request (5)	Caty Town
Energy	UMAGS Amterst - Bromans Bother	and the bloom of the control of the	szo arie, also	Archerat
Swagy	UMASS Amhers - 2 sugawati steam turbine/generator	Белдііі 4.2 вмера-мат 600рм із 200 доз яват миска древеранг а так Сермаі Рыска (в региская белівількі рынцябят.	\$2,666,000	Anmerst
Energy	UMASS Armists - Conte Popraer Research Castei - Occupator Sensors PRC	алам тап тапарыну келажы кела Рамент Режена Сания	\$500.000	Azatensz
Energy	UMASS Amthesal - Alom8 t Wedow Replacement	Payelican extension whethers. This country without any other lead and use not meather right.	51.900.000	Anthorst
Energy	UMASS Archent - Transn: Cold Storage plackfull connection, and among efficient stored lighting	This prepait woulds more these observe heads and at the POO IE prover got and wan the translated generation from the campain Control Healery Plant.	\$2.900,099	Anarehit
Soligy	UMASS Antipist - Floder grown soot	Prophyse the various shades expected to the first state and restrict that our consequences are consequences as the consequences are consequences are consequences as the consequences are consequences are consequences are consequences are consequences are consequences are consequences as the consequences are consequences as the consequences are consequences are consequences as the consequences are consequences ar	52,000,000	Antherst
Social Statement of the Control of t	DCAM - UNASS Ashersi	Transi. Odit Sunaye elosiosiai sureestani & eerogy elitooti sareel ligiting.	52,000,000	Anster44
Shergy	DOAM - UMASS Arthers:	HANDONIA HYAČ Ugyabbs	5700,000	Actitions
Smergy	DEP - Astiland - Hour Street Driesling Water Phant	Reviewable sharpy and officienty upgrates to the pixel, feefull variable speed divost to bandli punys.	960,0318	Antilina
STATE OF THE PARTY	OEP - Achtans - Howe Street Draking Water Plant	Reservable energy and efficiently upgredes to the paint, install 45 XM sala plasmatter, system on the.	\$372,000	Ashland
Africa	MTA - Austum Solar Posttop installation	l foodblage of 155 VII grip and year southern before manteriants (path) before	51,000,000	Statistin
Khani	MTA - Aubsm Markenings Dopes Upking Retroft	Replacement of 12 legicity and other endough Recitary at Depos, inclosing securph alent of revision sensors, LEO independent of wall signs, relateding and electronic believist, LE Marientanian Depos.	311.060	Aubira
Pengy	DGAM - Cape Cad Cumanandy Cabige Briefly	G.Sel. Cupt Out Outcoment College (Energy, Heisladion) of Full Cell. Stephore Vinename, PV. EMS, Senecas	54,654,842	Barnstooke
vergy.	DEP - Barnstade Wassewarer Treatment Plant	Goorwale energy and efficiency vagrades to the place, locatal variate speed when and premium into a upgrades.	2150,000	Sanstante
Matty	DEP - Banslable Wastewales Treatment Plant	Ропечара вынау выс объект урднает в Ба рып. Беза в 1000-т мус булака.	000 0008	Bomstadile
A Dily	GEP - Barnalado Wastewater Trestment Plans	Roamwade integry and efficiency sugnates to the point books in 1,000 kM sales prefore bestyring bestyring.	38,556,000	Bamstable
Herigy	DCAM - Maldeson Corenanty Collage Energy	-Corepulsesson Energy and Yraker Propet. Instanty building contrals, clother opports, lighting upgrades, and gournerand teaching-contral proped for Counca Sudding.	\$5,073,580	Beatlord
Adiani	MMPA - Deer Blond Treatment Plans - Wind Power	Obseptibilistications of the Bostov with seedensy. Practic 2 is tot lessiblished as a seed as the lessions when the control of the bot.	\$16,000,000	Botton
Heapy	AWWRA - Deor Island Treatment Plans. Lighting Superoperated Plan	-	51,800,880	Boskin
Snergy	Massport - Logan Amport - Bus Masskon ance Pacifity and CNG Staten	102.5	5509,000	Boston
Stelgy	Messport - Logan Arraott - Territoul C HVAC, Colling and Lighting Upgrato	Poyectreal of opdato: (1702) with, rolling as the man terminal concusts with train consty efficient systems plus the authorial sides straigh generation.	\$5,500,000	Buston
iergy	Masspart - Logan Aeport - Teminol E Sate Reconfiguration	Percendynation of gotes areas at Terrebadi B selection) the expansion of hold route acres, secundy standayord, the networkers of decision acres and auther orders and hydring improvements.	5200 aag	Baston
Energy	Masspari - Logan Arpert - Logar Arfield Lighting Upgrade	Replication of violosing and states with revolute bytes on improved energy efficiency, in 2000 lights)	\$10,000,000	Buston
Energy	Masspell - Wind Energy dystems	hutablan ii vad vengy tydens (nacidabas) fol hypsold eleky dhutah.	\$2,000,000	Bustos
Escay	AIVARA - Debt taland Treatment Plans - Photografias:		56,200,000	Bostofs



minacione Modell	ZEDON ESTON - ORGENT STREET	University of English End.	and the second s	***************************************
Task Force	Projectitite	Propert characterism	Total Federal Act Request (8)	City/Town
Energy	AWRA - Deer Island Treatnest Paol - Row Replacement Phase 1		52,700,040	Bosten
Shirtigy	UMASS Boston - Exemp Door Replacement and Vasiticula Construction			Boston
Erengy	UMAGES Boston - Repains to desibling Envelopes to stop water splusion	i .	88,500,050	Buston
Election (IV)	UMASS Buston - Register Dalvarrelification System Clark Athletic Center ice Rick	Southeal beans within the risk which thin	2509,000	Busker
Energy	UMAGES Buston - Replace bolies controls	Roginiz belak tirilago comtrá system veltir somher roden cambelle. Semendolen system sallenes more pleninis opeland all hollen felle gelle lede lede len enemiele.	2200,000	Bosten
E192/37	OCCAM - UMARS Bordon - Sass Pr Co- tebration Secs - Umass Boston Clark Actuals Pacility		366,000	Seylon
Energy.	DCAM - State House - State Pu Ch sdemillert Sdex	Goder PV On Meeding Stels - Blake Hostio	\$350,000	Bastan
Ethorgy	MYA - HVAC Controls Upgrates - 5 MHS Tunnel Vendanon and Cancel Euitings (Ted VMlans Tunte)	ijajand pology nankyminni kelajandanj omgabbe sampaminis io he cointelled ummisaliy. Custicul (or tile kui bie bulldrigs a sportno in 20% sad represents a los plose celejar.	\$1,000,000	Busten
Albaca	Convention Center - Hynes - CT-5 Cooking Tower Rehabilitation	Postace and motion and structural conspicables	\$20.080	Baston
E1019.9	Convention Gester - Hynes - New Egites abons & Kanses	Exertif doos do ase propeil doos, registro	\$30.000	Bosten
Energy	Convention Certain - Physics - Ungradu Septing contras	distribution del proposition de la proposition della proposition d	\$150,000	Boston
Erangy	Convertion Ceitter - SCEC - Solar photosolatic array on red		\$14,419,750	Stoyler)
Energy	Conventon Center - SCEC - Entry Door	Eloperly weatheran exercio doors to preventiating, oil.: End thou AHV Eining Door Weatherland	855.049	Boston
£2:0:03	Convention Cowar - BCEC - Casing tower within nodifications	Edinolazio bie probentali - Bewer elektric histi Dazio res,	000'928	Boslan
Energy	Convention Center - 9CEC - Par Markoring system	Прирать блегоок Рыс Молдону зукаем - Влуттаро, чускет ун ромет кажуу.	\$25,000	Boston
Energy	Contestion Center - BCEG - Bolers	Autoritation in the control of the c	\$104,450	Boston
Energy	Consenson Conser - BCEC - Boter comparation an facts	Retired to Net computation are take with 1970's for filtred to the section.	356.400	Bosten
Erlengy	Convention Ceater - 90.65 - Butting ro- conmissioning	Zonewiden Geden - BicRGz - Buddang no Vising all conseel department, velopinics, and system variables are windong per original design. Symmetric princip	8585,000	вомон
Khaug	Convention Cardon - 80550 - Also	Monthly Milk (MIA).	553.550	Boston
Energy	Convention Center - BC&C - Ephing	Proplex Bi inclinduació Igginoy wat compara flourescens where pratitical.	\$122,450	Boston
Energy	Conversion Coreer - SCEC - legiting	Uppper celebro populos valuación electron trapa & Galerez.	538,000	Волюн
Energy	Moss College of Att - Solar Physiologisac Fransibation		\$300.000	Boston
Alboug	WTA - Samue Tuncel Administration Bulking Lighting Retofit	Replacement of 172 lighting and other emphasises Lighting of Dispos, analysing incappration of motion sensors, LSD replacement of text signs, retaining and elektronic ballance. T26 North 20.	\$15.000	Boston
ASiana	CODAM - Mass College of Art and Design	Town BLI HVAS Syvieti	050,000,180	Boshufi
Enelgy	OFG - Fish Halonery Repairs	feedales reputed helt is a sea par replacement as completed with retinal reput, common every election grantery agrantes such as coulearn and syndrem, and replacement and parting bit repoint	2500.000	Socion
Energy	DFG - Shelfish Dejarraton Plani Repairs	lessell state PV pariets on process area neet, and septiativingsald decording drain to process area.	\$100,000	Boston
Estergy			535,003	Soston
Energy	DPG - Admisquarte River Frield Statton Removalities	An abertation evenity kandakiy antay and Pacifiets Elangy Auda bas been complesad, the recommendation call for reclaing, incalesation, and the ususible for a solar PV system.	\$500.000	Buston

skobskratov říbat - State-Rowened, Showek Ready Project Ld2



Tash Force	Project (ibs	Project kinacingskin	Total Federal Act Request (5)	Carl Tawn
Energy	MTA - ESCO project	EBSO projeci at Cervital Maniversor Facility	9990,000	Baston
Allowy	Matapore - Legan Asport - Terranal B Parking Garage & Rossberry Retrats.	Present majes in alucinos dementes of the Garage and where A has included is refusionered of lighting widned high pressure patient humbs with more energy affacted highers and \$1.507,000 the installation of solid energy system.	51.500,093	Boston
Energy	Muspott - Engan Appott - Tembisi B Parking Garaga & Roadmay Reliab	internation of solutional demonstrate of the Garage and inchind nationals, Also Industries is emphaterions of lighting existing replace politics follows with more already efficient beautre and 14,500 000. In a solution of the incentions of solution following system.	54.508,889	Boston
Enargy	Abbyspert - Logan Apped - Turnina B & E NVAC and Lighting Upgrade		54,785,501	Buchan
Erwingy	Massport - Logan Argon - Terminal B & & WAG and Lighting Upgrade	Histor ayos and lighling in the main spremail canopariose with more evening efficient systems plus the addition of celar evening generation.	53,234,399	Boshale
Kondy	Bridgewater Silare College - Solar Photographia frestallation	A CONTROL OF THE PROPERTY OF T	5684,650	Bitagewater
Entryy	CCAM - Bringsweer State Callego - Evergy	Posts II of Competencies Electy and Water Propos, Oxfodely window replacements and Land Oxfores maintenance.	\$5,513,704	Britigawarter
Çiretgy	DCAM - Dogs, at Caractures - Energy	Prace Il Campotterove Every vos Vivas Ethickory Propat relocato deferrat maintenero, surbyen, teknie, vionne fred convensor, sur attes relocators.	\$2,560,060	Bridgewater
E-wingy	Massardat Contrinenty Callege - Energy ord White Conservation	900	816.900.090	Breekon
Energy	SCAM - Mansanit Community College Energy	Comprehense Bayes and Yeare Propert, exclaiming Sparies, weeps, septions, weeps, septions and state that can be also as an action of Comprehense and Comprehen	\$16,538.38.5	Brackfan
Enorgy	ARVARA - Physiovollaro - Variosis terabes (tetal contracs - 290 kV);	Clarten Triedmens Phalis - 190 JVI, Googree Intides and Privar, Baltion - 140 RM, Obligate Privar Station - 20 RM	\$2,210,000	Caston, Boylston. West Boytston
Endelgy	Note Share CC - Energy Performance Measure Option 2	Every series, sustingtely AED 484 goals - SLTx ennal striking SD Yra	55,156,000	Darretts
Enesty	Meeth Shake Commernity College - Energy Perhaminate	(Entergr. satvings, austinizable); Δ. E.O. 484 goals - 522h annual satvings. 1D years, Entergreen consistency option 1,	11,500,000	Danvers
Energy	North Share Conemarkly Callegs Energy Performance		510.218,992	Domests
Enorgy	DOAM - North Shore Cestingwith College - Energy	+	\$5,861	Samens
Essergy	UMARS Darlimenth - Leesiny Renovations	SHOO	\$18,000,000	Darbrouth
(देशकात्री)	UMASS Darmouth - HVAC, Inflastructors and Envelope Repairs	GON, 74gn Voltage Electrical Possier contributor (61.5 rd); Weitr prodeing Machieles (\$250h); Fire Alam (composition) (\$20b); air opnificent fan Culls, (rennus) (\$900k)	54,300,000	Dartrebuth
Sector	UMASS Datestuth - Campus Wide Subbling Envelope	c. Sudkry)	10,000,000	Darmouth
Energy	UMASS Darmouss - Alternate Energy	Lackell Schill Friends for Smith rough Puck Healing	51,000,000	Dastrabults
Enoigy	UMASS Darmouth - Alternato Energy	beauty Dobs Pases to Heleng of Resolveius conflors	51,650,900	Dadreeufs
Emergy	UMASS Dartmouth - Emergy Comservation	Popular nain Sharri Linux shy Circlet is shy Circlet is shown and the control of	57,566,000	Dazinsouth
Energy	UMASS Dartricutti - Green Rooks	INVIR GREE FLOS AN (4) Revigente Halls	1,050,900	Dastmouth
Energy	DCAM - Usaks Dammoum - Energy	op neks and de toonfinin uids. Ovetbancal upgasdas, die neass beder plast, ward betaeu, seder Briem of	\$40,000,000	Daethrouth
Charges	DEP - Sofar ungrantes		2400.009	Easton
Entroy	GCASA - Bivited Community College - Emergy	iensy Project introducy retocommissionary, lighting, wielt, EMS, reechoimal ligherbas, photovoltan array, distoral manhamisse and building strietop	\$9,672,249	Fall Rivar
Everyy	OEP - Fabricult Water Treatment - Long Pont - Solar apgrade	15/15/20 15. N.Y. Solds: Good regular S.Y. Sol	120,000	Faktonith



# © Commonwealth of Massachusetts infrastructure Mobilization Effort - State-Reviewed. Shovel-Ready Project List

Tack Faces	Projectivile	Project description	Total Federal Act Regiment (8)	City Your
Ененду	DEP - Falmouth Massewald Treasment Plan - Word Labore and sekerupgrade (pricetas	(location as SVX well unlose at the town's warewater reduced facility. Under malacious sizes 2004, the town has received development proposals in the sustained if a locational proposal control of the sustained by a consequent size of successful sizes.	\$3,500,000	Fatmouth
Kirasidy	OEP - Fafmoutti Maskovater Trinskment Placi		\$4,355,000	Fabrouth
Energy	FRISTRUM State College - Campus wide energy sudd	In day, have conducted proper, speeds, but his propert results random a campus wide ladd to decelop a conjumencial every cup find the management plan.	\$400,000	Fichborg
gontáj	DCAM - Facility State Cullege - Solat PV On Ideorified Scos	ZCAM - Proteing-State Callego - State (Stude PV Car Investigat Stree - Fluiding State Callego & buildings). Ov Col Invalint State	9910'00'0	Fightiang
Esesy	Prichaving State College - Satar Physovoltaic Inskallieron	Action NAI - Substitution - Substitu	2460.000	Fachbarg
Energy	Frammaham State College - Energy Conservation and COZ Reduction Product	Noterouses of the compass costall prover plant, including a field committee from the following including has into colours and committee and the HVAC of compass buildings for includings of the second colours and the series	16,205,060	Samplem
ASSAUG	Phatorepast State Dalleger - Solar Phatovolises and Roof Project	Plantony vigors so invokation in the control of management of the Californ	8800,000	Fransagham
Ereigy	Framinghish State Codega - Chiller Project - Cleam Unit Replacement	Rigilasemen et Catego Cenar ouplak Studin Offer etc.	9300,000	Framulghan
Energy	DCAM - Framingtian State College - Solar PV On Identitied Sites	State PV On the medical State - Francispan Otale College - Hennymany Hell	8680.890	Franskrighsen
Huady	Framleghem State Callego - Solar Photovatals bestallseon	History 148 - 548	\$460,000	Frankrigharn
Energy	DCAM - Days, of Corrections - Bleargy	Competencie Ecopy en Vine Efficieny Projet decides, Tybers, mater, metracial appraire, and solar. Framplant and Webesh,	\$16,272,710	Framinghani and Webishy
Energy	DOAM - Mt. Wasterself Community College - Saesgy	Phose II st Centraterione Energy and Water Propes, including strengy obtackery apparate,	8673,858	Gardiner
Energy	DCAM - DOR - Solar PV On Demined Sitos - Georges Island	Salar PV Cir kerelded Salar - Genges Isbari, DZR	\$170,000	Georges Island
5,000	DCAM - Northern Essex Coonmusty Cullege - Energy	20d(t)	\$2,807.560	Haveriti!!
Everay.	DEP - Remewable Rozousse pari Energy Efficiency Use at Publicity- Funded Cleanup Effes	Inscring vorys pictorics and values guestioning gas emissions in regulating training training space and the Glad and Mission Superfued Site will standard and use power analyse electrical generation.	2500,000	Pollspok
geotyy	8887.A - Kingston Laptover - Wind Terbrire	traudition of a DDRW word Soften to power the layout staking	3450,000	Xingston
Enorgy Enorgy	DSP - MassDEP VAll Experiment Station	Plemente versign past laterfor gradez to avadeg concentral of index not because the past laterfor a consist manufacture of the past of the	\$1,300,000	Caraterice
Killing	DEP - MatsOEP Vall Experation Station	Parporth menty and efficient upgette for connection of a raider historic engineering backmark that is notice (if a since lab lineal) of KW sala-proceedible, bytem.	\$75,000	L. Zear telsica
Erlestyy	1969 - MassQEP Wall Experiment Station	Polenick rowing and efficiency apparator for spoking (romovalizor of a nation holoric supposition) is also in the rollings to a class to to hold they made and thromas host are units thromas for each and hold to the contract of the contrac	\$150,000	Lated timine
Energy	OEP - MassOEP Viell Baperiness Station	Personale romay and efficiency regradors for exciting constraints of a station holoring registering freedoms that its familie is a state lab. Include a Misch word hatering	\$525,090	Lywrence
Elvergy	DEP - Lee Orching Water Treatment Plant	Planetikk vietay wid eficiesey sognator to the plant, hissilk smalde speed threes, upanian blanting, poorhem metro kiel lyding approtes.	\$21,000	aan
tinegy	DEP - Lee Distalog Water Treatment Plant	Partientible entitigs and eliforeits y upgrades to the plant, british 15AM hydroelecture,	5150,000	Leve
Eventy		Professions weinig and efficiency apprinted to this plant holding 90 kW solar professions on section.	\$765,000	lae a
Entrey	CAKASS Lowell - HVAC Replacements (5 Buddings, differs, cooling tovers, sir handlers, exc.)	Reducement of PVML systems that have examples their the preparation, for Bridships October, Wizers, Bulchanson, Douge, Clean and Cliney	511,502,000	Liberth

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	E owe	govern and a second	Lowel	Lawell	Lossell	Luyas	gamon	Bawo.	Cowes	Electric Control	Lowell	Lowes	Usmed	Loveille	Ludiow	Marie Salar	Sharton Sharton	Workeay	Merheay	Mastelesor Essox Co especially in Comba Contant Contant
Request (3)	\$2,530,000	\$8,750.000	55,000,000	9650,000	\$7.400.000	\$1,430,000	\$2,300,900	\$17,325,006	\$2,525,000	\$826,000	\$452,000	\$690,500	\$1,463,000	\$765.000	\$500,000	\$10,500	\$3,700	\$35,000	\$1,020,000	817,288,599
Роучет изстран	Placepore in Authorist and the date and the first support in the straight of the date of the country to the member of the straight of the date of the straight			i	Every Management systems. To bean I having immagement elektrisotzer as 10 control statists and emphases and entral and all the business. EMS alliess towards statists and HANZ expanses and HANZ	Phylaborinet of equing dates with prompt efficient and ADA compliand hadware.	Insolation of notion control several in the roams, take, betwee table on, on classers. External Egisting replacement with PV lighting worm.			Register one behind death survey contacts and grazin when	i Changara hito keeni solome acti signis solo mee presecole chicolele and requires replacement with LED efficient signapa.		Labgrack ensking available sydem by natallings (37 new energy-edicions lastes bitmass. Install 22.660 system has of green reads on few buildings.	tooul 99 NV schie protovotes o system.	Phase II of compartmenter entropy project in salador explacement of RTUs at 1758 5000 SU Springsber and to include solar pro-series problems at the Lucker Rights.		72			Sateral Balantesian analogis (E.C. control, E.C.), entrier basery convictor, copysials, (vio-conventations), vietry (disease) below and spring systematic Numbers and Even control, entries and experimentation of the control
Project title	UstAASS Lowell - Roof Replacements (6 Buildings)	OMMSS Leevel - PantoingMethantal Upgradm (Olem, Omey, Ozeary)	UNASS coved - Electrical Intrastructure Upgrades	UMASS Lowell - North Prover Plant - Boder Proes	UMASS Lowel - Buiding Cantrols Upgrades	UMASS Lowel - Caripus Once and Visidow Replacements	UMASS Lonell - Electrical Intrastructure Upgradus South	SAMASIS Lovered - Electrical Infrastructure Upgrades East	UMASS Lawed - Window replacement North Cantass Guadrangle Buildings	Jubbils Lowel - South Power Plant Upgraden	UMASS Lewel - Exe ago replacement program	UMMASS connell - Vendav replacement North Campas Cermock Building	OEP - Lowal Responsi Wastowater Johny	DEP - Lowell Regional Wastowater Judity	DCAM - Sheaff's Dept. Footpates: - Energy	MANGA - Ceroll Wazer Teathert P Enougy Efficiency Improvements	MVMRA - Caroli Water Youtherd Plant Everyy Efficiency Improvements	DEFP - Charles River Polatrical Control District - Energy efficiency and solar	District	DDAM - Trail Couct - Energy
Task Force	Energy	Energy	Ehadyy	Energy	tuergy	Energy	Entrigy	Entregy	Energy	Energy	Stangy	Congy	Елецдү	Ensigy	Szaráy	Бэйгду	seotay	Listings	Enorgy	EHONGY

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# infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Force	Project title	Project description	Total Enderal Act	Chyl Tymn
Shergy	DCARs - DCR - Salar PV On prestited Sites - Blue Hills Trailade Museum		576,500	Million
Konda	DCARL-DCR - Solal PV On benitned	Ship PV Go Kariedan Suss - Chicachan H-B GGR	5416,500	Malon
	Sitos - Checkatawasut Hild			
Entrigy	OHCD - Energy - HVAC	18) Empry HAGE properts	521,992,856	Multabe
Entelly	DRCD - Windows	\$5 Shouts authorities -nielate registerment	622.375,336	Mukiphe
Kundi	Drich - Souls	No responsibility testata in celausca the beauty efficiency of the ballating was made yetter south solar naidy	59, 194, 225	Multake
A5943	OHCD - Energy efficiency (pockage) addiest to exiding reco-energy capital projects.	Doct Entire Enterpresented: The stup of many carrier population of DGTs capable pagines and like happender when reaches with "washing paging in the stating of \$10,000,000 per present and a set of stating of \$10,000,000 per present and a set of stating of \$10,000 per present and a set of set of stating of \$10,000 per present and a set of	000'000'038	Multake Multake
Energy (g)	DRIGG - Four energy partermance contracts	4 Spaling a Abanikos - cynipstrienin in bonsy. B macs parteminon	\$20,539,345	Multiple
Allows	DRGD - Asphalese replecement	\$905, 10 to	\$5,056,000	Mahgile
/Aleas	OEP - Energy Efficiency as Municipal Wastewater and Diewing Water Treascient Plants	Elde particione el variable spond denos (VCE), princiam indicios, and baseriance rotan rotation you'ver mission for disciplication or managoulillosi specific since to the abtenionally,	\$10,000,000	Skultipia
Asiana	MBTA - Meterring and Sub-Metering Program	forside the chicky, gas, sensor and ware meteoring systems at UEPA missioneance and operating business.	52,505,009	Muliciple
Energy	algia - Enegy Auets	Audit ABTN oporation stockers for everity consequence and tevership plans by elemented and upparate for 30 holdliers.	51,050,000	Mastigle
Etel	WPRA - Endigy Audas	Combail Energy Audits, all demous MARKs, water and washewater buildies to shouldy projection dailyon in faulten reduce obtery comparation.	\$200,060	Stelluple
Energy	MTA - Overhead Garage Dears	oo eks mateimangeeg of alt ominad yeogan kines so all Tumpee teations - disrumentance dispots and gasage todias (255 opers Tumpee) opers in canal Mars., and Tasage todias (255 opers Tumpee)	\$28.500	Sastiple
Energy	MA. School Bustey, Auth - 160 days belier	SUSAN 25 - Elementary Script - 18t days to det	53.597,333	Mediyde
Erosyy	MA Softool Builbrig Auth - 180 tays boller	Goldout 1 - Ekthylenby Schrod - 180 days bulker	\$899,333	Malipie
Energy	MA School Burking Aum - 130 days negt	Scrool 1 - Mulaisrifys Scrool - 180 says roof	\$2,366,222	Medigite
State	MA School Building Avits - 180 days (col.), windows & boller	School 1 - Elementary School - 190 days risc), windows & boller	54,796,444	Newbyse
Energy	MA Subout Bueling Aufr - 180 days boller	Springs 2 - Mabile School - 180 days bolan	\$2.597.333	New April
Shergy	MAS, Schools Building Asatt - 180 days tool	School 1 - Elevantary School - 180 arps root	\$1,158,111	SALESCENE SALESCENE
ERSES	MA School Building Auth - 180 days roof, windows & spiles	School 1 - Annue School - 190 days root, sentone & britist	82.787.986	Ahalisple
Enelgy	MA School Builling Auth-100 days wof	School 1 - Plack I A Center - 150 anys red	5699,333	Palakasa
Ereity	MA School Evilling Auth - 180 days roof, windows & baller	Sondo 1 - Made School - 190 days red), writtons & bolder	54,756,444	Mutagho
Energy	MAS School Building Asstir - 180 days roof	School 1 - Ekongeriay Strioul - Red Joys nor	52,3927,778	Acchagle
Energy	adia School Building Auth - 186 days booker	Scient 2 - Mades Scient - 180 days soder:	\$2,997,778	Analysis:
Eloigy	824 School Bulking Auth - 160 days loof		51,169,111	Shungle
Ereny	IAPA School Building Acth - 180 days toof, windows & bolley	School 1 - Makin Guined - 100 days sout, windered & builder	\$3,697,333	Multiple

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### figar Bedford New Bestons \$10,381,377 5,557,233 Compariences Georgy and Water Edonomy Project schoolings streamentscheines, lighting water Edds, instrument supprates will one color all disciplines all BOOKS lackshees (State Streamentscheines) and DCAM active properties, a lead of over 2.2 million reports (see,) and relevant properties, a lead of over 2.2 million and response here), and relevant properties a lead of over 2.2 million and response here), and relevant properties a lead of over 2.2 million and response here), and relevant properties and DCAM active properties along the relevant properties and properties and DCAM active properties and properties are properties and properties are properties and properties and properties and properties are properties and properties and properties and properties are properties and properties and properties and properties and properties are vable energy and officiancy upgroutes to the plant. Install 350 XM soles photovollate system omale, School Bushing Auth - 180 days | Solicel 1 - Elementary School - 180 days bole 2AM - Bareas ul Stale Buildings and Ighal Asset Management & 857A - Bresturypart Layoves - Yded artine Insecthanges 8, 16, 11 Lighting AST - Dept. of Cerrecions - Energy AM - DIMH - Exergy NA - DMH - Energy

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Tablecore	Propertitie	Project dissertations	Total Federal Act Request (5)	Gilly Tream
Energy	Massamusetts Catoge of Labora Ars - Sustainsetty and HVAC viggrades and efficiencies		2540,080	Provings Adjusteds
Energy	Mass College at All - Solar Philosolbas Plagg Towntones - Solar Energy resolbation		8600,000	Horth Adams
Energy	OGAM - Massachusetts Colloge of Liberal Arts - Energy	Phone II is carquiellerour elekty projekt is sickule EMS crosofis. Spring concels and resp-content second.	51,089.127	Horith Adapats
Kinauz	DEP - Hydroelectric powis at a kegy- wastewater plant	histal a 100 NV rapra la los 60° dienicar vezbrenere uchili ppa. Groatet Laverine Gambay Dodriel.	8400,000	North Andows
Energy	DEP - Groups Literation Santiary Dobried	Petronishs energy and obscurey uppales to the plant, includ remains sport thereo, upgrate shapp, dyrug fudfer and teppora vanishane.	\$1,240,000	Fouth Andover
ASHUB	OEP - Greated Lawrence Sentury District	reprised the system.	52,489,905	Notice Ambieved
Energy (Presconding of the Control o	OCAM-Wass Highway - Sour PV On Identified Silves	OAR - Mac High my - Shazi PV Ch (Son PV Ch (	\$127,500	Saythampton
£08/9y	Beritshire Community College - Solor Panels	Solar panels self ter solatiete an business lags and howelite open source. Temp and percente 200 billiones hours of electrical supplement.	5,509,000	Patshoka
Energy	GEP - Pittsfield Wastewiner Trasmand Plant		\$1.576,000	Profess
Energy	OEP - Pitsholi Wascewater Treatment Plant	Plantendide encryy and efficiency segatides to the plant. Install a 1,575 kM splat photocologies system for consider receivable power generation.	513,347,560	Patrillaki
Energy	OEP - Passiold Wassensier Transment Plan	lahn ansakan syskini, oran koaking systken and kytong uppraten.	91,955,940	Patsalvia
Ensergy	DCAM - Benchine Community College - Solar PV On Identified Skets (3 buddings)		57,225,000	Pussicola
Energy	MAVRA - First Island Headwares - Wast Power	Oksajosfiniakhoristinan si one 1907 wad bahan. Fendahiri Shafa, carapteg dikasasian sati Cisy di Caeny, Pulaka meelesy kest in 1904.	2,000,000	Obstoy
Erwiny	Salom State Collogo - Renovable Entryy sekrelive	k. Edwald Campus. A great already received due is cellege critication provide ental lander for the dischorte by the Edwald Campus. A great already received due is cellege critication provide ental lander for the dischorte is In million. 3. million.	51,445,800	Salern
Energy	DCAM - Satem State Continually College - Sobe PV On Identified State - Satem State Commantly College	n Styte Cymruchy Cabhy - , 3 malbreys)	5),445,000	Salaro
Añjaco	Statem State College - Sosie Precevoltare Installation		81,026,090	Salent
Enelgy	Solem State Callege - Word Power	New Pestillers Sells. Water Payer	690,000	Salein
Energy	MMRA - Phanasaus - Various lacities delai contracs - 758 kWg		56,443,006	Southberough. Marborough. Framinghasis
égyaçês Guyaçês	Convention Center - Mass Micoal Centrol arena - Replace fedules	Repass metal baths deads in Massikanak Cener retra with high efficiency bropps and cost effective barriers.	8250.000	Springfield
Gna:gy	OCAM - Springdeki Tuchtiscal Coherturilly Callege - Energy		12,300,909	Sporgfeld
, ineity	OCAM v Teint Cupit v Ernergyy	Defense baserenson industry PVAS surreit. EAS supposts, sup-corrections of every effective falls for the first surreit effects. Nation from the fall of the contraction of the contracti	\$15,129,376	Suffolk, Norfak, Bristol, Plymodb, Baristable Coumies



City Town	Teekshary	Townsand	Waquok	Wellschir	West Beyfston	Westbarough	Westfield	Westlield	Westfata, Januaica Plan. Canton	Weston	Musica	Weston	Weston	Wardelliker	Wecester	Proresser	Myrocher	Foresser	Morcester	Weycester	Wacueston	Wonester	Westerster	Woodster
Total Federal Act Request (8)	51,797,000	\$320.000	285,000	\$4,725,186	\$2,890,660	83,400,000	\$1,200,500	\$17,822,026	\$4,573,913	\$7,500	\$1,000,000	\$26,000	\$25,000	9500,000	\$13,000,000	\$1,350,006	\$215,900	82,060,000	\$1,912.500	\$450,400	3852,000	1250,000	2500,000	\$151,546
Projet (Becophin)	Plane II of Compotentive Elevy and Grace Project, includy Antonin Episocenetis and clicula behalf materiarisms	lesses 47 MF (sele-paticoethic system to apertitions believing and 15) widel quiting stations.	Stelly PV On lossifieds Sinks - Weapout Bay, DUR	SCAN - Next Bay Community Colorge - Proce II Chergeberrow Elvings and Yeake Efficienty Played indeeding Wildeling verying Pile, lighting versions, HVAC, 40s.	Compatenciae snorgy paged to zobbae kapinin, untor construition and NVAC and comini appeares and mythhaten of a wind turbate at the side	Ев певзить ві Уновілиторуї Кел Решершей в Бейлер. Сол ісі я тем певтер, соліті у узает різ	lwwi Resilence Milk Stala Energy	Том риме ракі, сынг куйгелтал. Сопротнясы Етолу энд Vzakı Poyci, «chidas) майға пряхоленіз кеў секса буйнач являцьовнен.	Gosporinanse Engry an Tabler Ekkinsey Policel (speaking, teknoomelopening, lighting, water, EMB, selat themad and mekhamiral topmater, includes Versien Mass (speak) (Resided), Lemad Solatose Vespela Uniones Proposal. Sass svogstal Scand (Sasten).	Replacement of Saled Boda Control Plans strong Version Dipols	Problem of TOV VI sele axry July realten vehicle condinative grapp byty.	Problement of 15 Bylong yas deve inefficient bylong screes all builders, solutions comparation of motion (revers), relations bylongs, this indicators Depuis, Black Pous German and Versus Administration behaving.	Controporability is conversion such disposperent, for the purpose of converting matter with first Mind Mind Mind Mind Mind Mind Mind Mind	Popier jerment zoos structural Zaster nich vol. is improve in this wast coveral dense south. The popier of this small a nordered again strain synam with addressed popier.			Comment the Power Plast has subsequented in Proceedings of independent PCC campainers spores. This propert would selected them all topoletes on a point relicion to the agent with a selected selected to the process of the selected selected of the selected	-	Scial PV Cin bendand See - Quinsgament Communit College	Pedaw and speaked by dameny system current consider the lab system in the steep auditorum with insteasing efficient convenient ordistry system. Tills work will stabilish considers so will no floures, and required with thoughout the supplication and it the chiefly.	Province a select fight control system to include set labels, ecologomy sources, deptilit havedening and other beforedings to receive energy contamplian while providing required tighting lawys.	Product is also USED compliant ereor commissioning of this current solvind buildings had the LPB. The most wends reliate this review of this loaks of therigo, light retiring and believings of 8 systems (SCA) 200 and a trial commissions) confession.	Worpken Intil - Sale Every)	MASELMA-WORGESTER EDING NOW WIND EMENY POPONS
Projectinia	DCAM - DPH - Enngy	DEP - Suitr apprades	OCAM - DOR - Solar PV On (derbited Sites - Winquoff Bay	DCAM - Mars Bay Community CoBoys Snergy	DCAM - Shenfrs Dapt, Wordester - Energy	OPG - EE measures	Westlind Zato Cokego - Solor Protovalsio bokalitation	OCAM - Westfald State College - Energy	DCAM - OPH - Ellergy	MTA - Boster Efficiency Control Pared Regtacerberth - Westen	MTA - Southern Mannementa Greage Bays - Sokir Reottep Installinian	MTA - Waster Marsenance Faches Lighting Retroll	MTA - Bestessel Conversion Project	UMASS Abdozel - Onferred Maintenesia Projecto (AG Termisal Boxio, Statraell Improvemonts)	UMASSS - Camplete Cany and Steam Loop on Campas	UNANGS Medical - Roof Replacements	UMASS - Basines of Plant Corbots	Weinster State College - Energy and Sustamatelly Properts	DCAM - Quissgament Cerministry College - Solar PV On stanified Sites	UAASS Motical - Replace Light Domning Systems in 3 Amphilibesters	UMASS Neepcal - Control Lighting Retroll in School Hillways and Comflion Spates	UMM655 - Retro Consmission Budding Systems in School and LRB	Wordschafter State Cultege - Selar Photocollain Installation	OCAM - Etengy and Water Edward Projects
Task Payes	Eneligy	Energy	Abraca	Energy	Energy	A Director	Esolgy	Adiasi	Energy	Enuigy	Energy	Eleray	Energy	Energy	Energy	Alland	Energy	Abjust	66940	Energy.	Energy	Energy	Esergy	Erisigy

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# Commonwealth of Massachusetts Infrastructure Mobilization Effort - State-Review

Tath Force	Projectitibe	Project Consequences	Total Faderal Act Request (5)	City/ Town
Stangy	Norcester State College - Maggisan Hall Photovellate Installation	1965 proposa is protal a 2010 polovable chair patron on the road of Wooplean Hall (recolored half). The headably shaft, personals used to the Disclored & Benefit Resources, the fine process benefit of the process for the process of	\$400,000	Wordssidt
2861gy	DEP - Upper Blackstone Week Pollukos Centel Disktt - Erengy	besid varies greed draw, opinion areason system. Erseig Monagement System, and neptod bullets,	\$128.000	Woonster
zaergy	DEP - Upper Blackstone Water Pollutes Carlsol District - Strengy	Bostal 275 XV star protovitale sylven.	\$2,337,500	Viceoster
Spergy	Pfeel	Reservable energy and officienty oppradors for the places. Install 25 AVE represended.	\$359,000	Morcestur
chargy	DEP - Wordeker Kinter Fistekon Paek	Reservable exergy and efficienty supported to the Gher, mass 150 AVX scalar photocolours graters ensite.	\$1,275,000	Voicestac
A6-rec	OEP - Worcester Water Filtratan Plans	+	\$34,000	Yeoroster
Sperigy	OCAM - That Count - Energy	Then Hatterius school 1902 sotos, withou, Eld agrees, res-precise ea, vieng blocks pides and lyding referend fluctors, langual, familia, national prepare, surface, s	\$21,232,507	Western Spreches Hamplen Franklin, sett Hampshee counties
Energy	DOAM - Quinsaperment Community College - Energy	Propo 8 th Comparisons though and Major Project, underlay writing in placements and tribula defected dishinedures.	\$100,000	Watchesser
	Enlengrasi Cattion Nanagerreni (ECA)	Unique Conet Nava (Edit plante integrates à a trait automing in strategic partie and a proposition de la conet  del la coneta de  la coneta del la coneta de la coneta de la coneta del la coneta del la coneta de la coneta de la coneta del	\$12,000,000,00	Agosopywate
The state of the s	Webake Translaturs	The MSSEC event like is using a weaker in mapping language to increase as utment and solutions to recent becomes to Mossachuses. Contrest, musely braneses sociated to a spiritual of the MSSEC is directly businesses.	55,000,00	Archerst
	Massachusuits GIC System Mottermzason	The Group insulatore Caremiscore is specially turbelance at project to make the professional and the project of project to the 1995 COLD confidence to the 1995 COLD confi	\$6,000,000,00	Bostavi
	Bullenins Propers Managenerii Center of Excalence	Elekty (socialises process have count, deploy reviews, touckend entablepers, and hyper custories. The proper of control in the best and extension of a Bestward Process have present the last son in late a process to noted and uniquality reprove. Commonwealth, proceeding, the control is a process to noted and uniquality reprove. Commonwealth proceeding,	81,500.000.00	Beston
	Commerwealth ethechacitig-Spani Munigamoni System	For 88 public purchsong separations which he bodies of Massachuseins, 250 proposes to catalone the design. Autographies and singlimentalism of this effortable of Massachusein Fluidyn. The purquestal analysis schools supplied that a public calculate for the calculate and analysis of specialism.	\$50,000,000.00	Boston
i	Carres-PASS Evitandements	Hole the signing of it new solvings. CGD stanks besty or owned, strangs and implement evidence in Institute of the strangs and implement protections, protections, and implement protections, protections, and stanks, and stanks, and stanks, and the stanks of the stanks	38,043,750,00	Boston
_	Surplus Prupoing Automation	Forthir introversion talk advanced to the best of clearables and metastrop interaction shall represent interaction to the best of clearables and metastrop interaction of the best of clearables and interaction to the best of clearables mediately confident or and interpret the clearables would be program and allow participation and metastrop the series of confident or the program and allow participation to the program and allow participation and metastrop to the program and the pro	5721,400,00	Rector
	OSD Disaste Receieny and Virtualization Project	If trapper to general and related experient application before (20 merges), and reconstruction control and an operation of the service of the	\$1,254,000,00	Beeston
	UFR witting Refersh and FIPA Compliance	The Countered Server Cooking represents the URS of their application makes and it is planted as a ballowing the best admitted by the Countered Server Countered	\$3,907.923.00	Boston
	Consolidand Event Kanagumen	GIT caused in mass, could be getter for a visual seds cours. THE (PT ALL) possible to be found the high facility and reside ARP window. The shows at super all nature international mass affective the seds of the sed for the sed of t	51.022.500.00	Boston
	StatePost Callangates Platom	TO TO TOTAL PROBED THE PROBED THE STATE OF THE PROBED T	51, 500, 000, 00	Bellibri
-	Bosnuos Meligenee Portal	ICES weak like its remak is vison amplication in Equinesy indepense using TCERATS took in grounder sentencessay was considerable and savings both on sind off of statements independent and savings both on sind off of statements independent and independent of the saving savings and savings both on sind off of statements independent and savings and savings and savings and savings both on savings and savings are savings and savings and savings and savings are savings and savings and savings and savings are savings and savings are savings and savings are savings are savings and savings are savings are savings are savings are savings and savings are sa		8935011
-	Dastoss Attorney Web Postalization	THE COLOR LANGE WERE AND THE COLOR CONTROLLED TO THE COLOR C		Buston
	MDAA Business Intelligence Application	Parasas an interimel a commorpial they shall business shelppymorb/papel checker whitein to retain in dispersion and ensupported report generates used for the superisticular placement of COSES MANAGERIES (COSES MANAGERIES).	\$750,000,00	Baston

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Task Parce	Properticity	Project exact plant	Total Pederal Act Request (8)	City/ Town
t.	EOreHS IT Technical Princif of Cenceps Usio	Echel well have brief a point of covery take that independent one translations will not impail to the covert production environments. They all not half one competencies across: \$472,000.00 (COMEST and beyond to competencies across: \$472,000.00).	506.00	Volt
	United Montoring of 8/2445 (7 Equipment and Applications	Scholis must be in reference or interned electronic innerview and coming lythoc accounts by independent previous transfer and comment of 17.75 pp. 300 pp. (Additional to the control of t	5.000.00 Booten	ry con
=	ЕОРЕК Елюкріма Дестиней. Магазрапан	[5,50] the selection of an infinite post activities also extend to the comment of	5,866,00	Fig.
<b>}</b>	MMC Jas Proceira Jab Sork Conver		200.00	qen
<u>L</u>	NAPIC Module Graseri Councilo: System	The Contents and position in the control of the Contents of the Contents of the Contents of the Contents of Application (Contents of Application Contents of Application (Contents of Application Contents of Application Cont		Bosker
	Cask Flav Ferensbyg Oge Workpook	Classeuty. TRE and RNP the requisid by the for subtrible is reported to Charas of Dolls Sharide and Hasson Mays and Melans on the or one soft the Commonwealth. We are basing for a \$1,200,000.00 connecessive system to enfand data from multiple towards to pall together is lead for breenaturing cummany report that has be used daily, intellight and quantitify. We are basing for a \$1,200,000.00.		Spstoil
2	Erdssfrifts Reduce Management/Erdsprixe Service Management Spit			ilos)
5	MA-21 Satware Uptate and Replatforming	This ways represents the Egypte Statement and Egypte statement and another statement for the Egypte Statement and Egypte Statement		Elosion
14	HIPAA Security Review	0		don
<u>-</u>	E-dang of Appelate Court case decuments	pinjemenstani va kadyoori (ili pyani tei ha spielato, Confe, nodadon on he fatuata zonek-bulag system. The spielato supplemental in 1551 (2000) dil Photoso de se apprelate anne se contrast ye olivita, foren tecniny, the bar has centranch to vitro of obling, in imponentant over the 2011 spielato vitra del super extense ye solivita.		Postara
i.	E-libry of Appellate Court case documents			Sostan
4.	ECHAS Voll' Project RFR 5-15	, g 5	00,000.00 00,000.00	4
ė-	Refugeo Case Management	UST inclines or consistent activations in examples and the property of the pro		Boylott
\$==	Estenoires Stimulus Infradentutura Propasas	The main style with office of the Bill and Application and ages incleases and trigorial based interpretation of the Company and the Bill and the Bil		Bowon
1	Mandround Data Set CAMS 2.0 (EHS Data Waretouse)	CECHE STATE IN INSECTION REPORTS ADMINISTRATION OF CECHES TO THE THE STATE OF A SWELD STATE OF SCHOOL PROPERTY OF THE STATE OF THE STAT		Sostan
E.	Marskieath Eaphidy Decide Support MEDS (EHS Data Warchouse			lýslon
<u></u>	EMRESM Integration (EHS Data Warehouse)	Esset the correct ERFERM blass wasteress after 16 michae detailed locace, Liberis and services lives data to be able to proved; comprehensive CLAP capabilies to Executive Managemental (1) 39(2,24) 500. Propose malanges and alter compres.		Breitin

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	Projectitie	Project description	Total Faderni Acr Request (8)	Caty/Town
HOR PAIN	w.	A potential management of profit where at improvement as a member dependent of the contract of the contract and the contract	62,941,200,60	Boston
Schools	School-st-College Data Project	Bott storward reprints yourselves college das project and other citical cross-agency collections meant offers. Development of an extension many with 2004, ABE and services asserves in this with triding Structure-College databases.	\$550,000,00	Bystom
Soline Studen bude System	Solide Studen Transfar and Degres Socie System	This paper, the paper of the pa	\$2,200,000,00	Bosson
Neb at	Neb and Enlargrice 2.9	The poting is a bead with action of the proper scale and action of the property of the propert	\$3.750,000,00	Soston
Stretc En Versassek	nne Engagement GrookFosting Jewark	d an	82,505,000.05	Boston
Supply of the su	Appelers Financial Management Through MMARE	The Massachendra Nassigniest Exceeding and Reported Systems is a employeepear funcional massigness system filed is actional fully sidered for Demonstrated The proposal interaction of the Systems of a composal part of proposal interaction of the Systems of a composal part of the Systems as common forms at mortal-filed system and proposal interaction of the Systems	528,000,000,00	Boston
agg of	vladeniz alan al Enerprise Data Medel	the proportional Proposition of the proposition of	81,750,000.00	Basion
Service Company	Ervicushersel Infestructure Spasius Data Devolopment	Goods by representations are integered to the profession of the profession of the profession approach management in representations and representations are represented to the profession of the	9830,000,00	Bushin
Salta Salta	Ottenco Cottplanco & Eddorament	The stope and another Compace of Emercana addition by Managard and the state of the	3,808,990.00	Streeter
Serine Serine	Opgode s06P, Maus08P v Culine Permuting and Cansulance film		2,300,900.00	Bakon
A Color	Storege and left-astructure Reprovements	agge	51,200,000,00	Bostoe
ă	BEACOINTII	BLACKER CAN Include and application, the BLACKER IN INCLUDE WAS ADMISSIONAL BROWNING AND CANAGE AND	42,004,228.00	Bosten
14.00	en ibberautra Volus Rispessa System IVR) ter UTA Gärells	Ho aktinologia stelenostan designet to assess most of specifies doos DTA tengens and coas statues over the draine.	690,009,00	Beston
thota	mormation Sacurity Upgradus	Executive Clase CSD CDR 11 SD tower away account inspectations tower on awaren't had in payed at lack uppeals of this system. Exceptation evers to be subsequed to reproduce the properties of the payed and the payed of the complete of the system. Exceptation evers to be subsequed to produce the payed of	\$798,000.00	Beston
Project of Leg	Project Tabe Colempaso wido kiteguasion of Legacy and Side Systems	convert all legacy and safecycrems transferrated page-transfer to sain recognition and accommission to all their progress. Making all designations of the safe accommission	\$3,500,900,00	Postos
Single Si	Pitalic Accuss to Earliantiestal Dala	MANAZPH missin a visit agricial processing in pared or the profession to state of the processing of th	\$3, Sec. (800. 00	B03(04)

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Dark Parce	Project title		Total Forbroal Act Request (8)	Cityo Towns
	States Geordinass Cas with other States	Professional designations of CER at their generates of CERC data cases in the CERC data cases of CERC data c	590,000.00	Boskeri
V-AN-VILLALAN () AN-VILLAN () A	FAMES - Upgrade	Vyprze icente obspanioù ar FABD Schellen madden in carten febestes, vyprafe it in chidal proposition ar anne de proposition ar service de proposition ar anne de	\$2,400,000.00	Bostesn
	FAABS Implemented _ Fulure Design		Sa. 500, não 40	Bostagn
	Huntan Resource Briseness Process Application	(Establic DET International controls as the control of the control	31,500,000,00	Boston
	CASS AsTA 4 Agency – Modesid Arromation Requirections to DPAL D	THE TATE THAT IN COLOR WEST CONTROLLED WAS A COLOR OF THE WAS A COLOR	66,000,000.60	ang ang
	VOIP ser nen truman Servenus Agencies		545,000.000.00	Beston
	Akgning Trevelkymsenv-Tosti StagmyProduckan Web érusevernents		5500,000,00	Baston
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	Concert Data Euchangel No. 1 Salemey		\$4,000,000,000,000	Baston
	Commony-seafth information Warehouse (CIVI) Modernization	Si S	\$3,660,096,00	Buston
	Grants Mannyzenięnk		9626,005.00	Berston
	Agricultural Physiological Resignation (APR) Document System	System	\$350,000,00	Beston
	Inspectional Data Collection System		26-50,000.00	Baston
	Packede Usa Reporting Opsiem	- 12	98.50,000,00	Bagton
	Ensergrise Document Management & Montillow	e and	\$2.550.000.00	Boston
	Energy use tracking		5600,000,000	Bossan
	Implementation of CSE Technology Resiznap	The Control of the Co	\$24,300,000,00	Boston
	Posticida et.2 entarig	The development is a west topsoil because that deplaces in commits seem to options processes and provide and and an additional committees to providing to solder properties. Subcomment and the forest or a demand all servy cherry properties all committees of a service or a demand and analysis.	\$425,005,00	Brogen

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Totalstone	Project title	Froject description  Froject description	Total Federal Act City Town Request (5)
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122	Pedatal Statishis PIMO	artemeter. The ESPACO will steel to no gratients band the employed of Strentes transfer and the employed. Warntess as certificate filtramentation of Ensure that autements can be controlled on responses transfer to technically be completed.	DOB-DR
_	IV Consolidation		000.00 Boston
San	Mass actual the December System (Mess) State (Mess)	9. c	500 50 Sostari
JS	Exporter Clean Delabuse	(if Washboarders) Service and the Service and service and service and service and service revenues and service revenues approaching \$15,000 in (if Washboarders) and service revenues approaching \$15,000 in (if Washboarders) and service revenues service approaching the service and se	eostan Bostan
ber	Snestratomul Distributers: Databasso		Sustan
E	Espail Resource Force Website	THE Assistance of Contract with the control and control and and the control and and assistance of the control and assistance o	Surfeer Surfeer
12	OrnDehsund Transing to Massachusetts Exporters	nfrentablansk likske. The artiers statinsky vilk har úterial to stereral organizationsk kreitir ann an gropack yn intornakianal likado * Tackrigal – tacks avadaddo to gropkonosiit docenherbikin, tasse toek, etc.;	
22	Web Dovelopment-Euhancements - Podcants, Themasc Morestes, We	Exhitachanest of varior mass reactions care vertical, in postable graduates, engravings verticalism, streaming vides.	900,00
411		5 (NYL) 205.	
=			1.00 Goston
E	Database Enhancements and Contact management		a file Bosson
<u>le:</u>	Segar GRM Electoria Dolument Expansion	managamani ella autining CERTRAC system which was developed using SugarCRM.	Ap dD Boston
No.	Salesfalce to Balgar DRM Genverson and Hussing	(SP), DOLLO.	Edo Roston
1-1	Cocumont Imaging	Plaste for complex Schools processed upgage from the second information between the complex schools determined by the second second plaste for complex schools and second	0.50
hr 	Infrastruchure and Helpdesk Minngerment - CA Uniperdor	The project is the course for waiting productably and measupeness of the PST deficiencies on we way. It brough comprehensive beautisation of IT seeks and their confequencies (\$150,000.00) and 2.0 lonceph him explorated and a relief of belative). Build it addition to about a seek support owers of rediche directions of IT oppositions from other all detactures operations beauties beautiful and seeking beautiful and a seeking beautiful an	900,00 Boston
	Electrosic riesta Record - Demographics Repository	They great is insteaded to their this intermedial of an Efficience, felable Reconstruction has all equationers and appropriate the highest and intumer steerest Secretaria. The 12,000,000 state is the intermedial or extensional bands found to the Pick, aring the Perial Demographics regimes at the intermedial needed as the usual definered the subsequent and the intermedial needed as the usual definered the contract of the intermedial needed as the subsequent and the intermedial needed as the subsequent and the intermedial needed as th	GG.U0 Scritcii
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Taskforca	Project tiffs	Project dissorption	Total Federal Act Reguest (\$)	City Town
	Soletion Development Improvement	p sect	52,100,808,00	Boston
5	EECA Dala Man Application	e deyese Zants		flactor
At a	Exposter Branch Employee Gelevanschköttstion Besord Mazagement	nd of		Boaksri
- 12	The Conversity Bases 4.6b Specification Model by the risp Group	<del>}</del>	20.000,00	Bostern
	Web-vSMIS (veletin Services Masayement information System)	·	8150,000,00	Soslizin
	Assistive Fatherings Taking Propert	The paper of a station is a classified or station in the paper of paper of the above and a station of the station in the paper of the p	\$395,537,00	Boaton
b <sub>2</sub>	Régrate seel Web Enable Legacy Cost Stratte Systom	FIGURATION INCOMESSATION STATES AND INTERFERENCE THE PROPERTY OF THE PROPERTY	00,000 884	Beston
5	Online Parnst Assistance Tools	Planking (blankesse) integrated, accommission, containing supposition, and an expension of the containing supposition of the c		Boriges
	If Infrastructure – Ental Actorong	iat. Current, lemini systems do not provato a complete conducting government business. The Secretarists and/or one systems. Procurement and Institution of an ental os.	880,000,00	Boston
11	DIA Buseyas Continuity (Disaster Resovery)	Provide that suck up at all DLA systems to under to building Department's seconstyring they to decide site (south or all systems)	52.000,000.00	Boston
	If Communications learestructure		<u> </u>	oston
a.	JT Workstorce Development	rovide of cet		Boston
æ	D.T.A. Walde Actividy Verification maid Tracking Bystero	ch state to produce a Walk derally regarded Wink Vertication articles confidently the requirem, ents of the law, but is antificient in		Возгря
b	Promiser Bildeg and Financial Management System		9	Poston
11	Provider Search Pentalon	Imparent Verster Besti. Date our weiter gat will make the service by delay bester, where the service growing processing and the growing and a processing processing and the growing and a processing processing and the growing and a processing processing and a processing a processing a processing and a processing and a processing a processing and a processing a processing a processing and a processing a processing a processing and a processing		Boston
14	Gothingly-Model imentel Applications for Smaller Towns	Descip, contact, and ingresses and of company-based tender adjudance or man interfaces better described, beautiful profession and of contact and conta	84,000,000,00	Boston

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Task Force	Projectible	Project description Pridered (ex. Respirate)	net City Town
to.	Wabsits Enhancierients	3.5	Boskon
and the second s	Autoritistative Reports List (48%) Prosolyte	Addition received for inter the shoot by the Addition along entering the Law Addition of the A	NEST COLUMN
	Massiverth Dom Imbarro to Support Yorks or State Custody (EH	756 1 w05	Bowon
	DWD Gata Ceores Rankup Rophacoment i Busaness Conferely Operation	The Experiment of Violence Development vioreing years a TAS data center that has make undered backet included in the receivered to the Commonwealth's Sprink field in a state of contributed that would receive the violence of the Commonwealth's Sprink field in a state of contributed that would receive the violence of the Sprink field in a state of contributed that would receive the violence of the Violence of the Violence of	Sostun
	IT hetwork attrastructure Upgrate		
a.	Coresvorvandom Istoenalvan Risk Managernom (CorenmoRusk)	7 5 5	Bastott
<u></u>	Transparency in Stilke Spanding	101	
and the second	Gata Vokettouse	1 2	Baston
	Estocpino Genety Massgernali	ic	Bosem
t-	Shared Processing Inf Constrainmental Financial Operations		Sosme
	Video conferencing and rectificating	the DMR75	Boston
	24 x 7 Real Tans Access to PRV Ossa	With principal systems (LACS) is still experimental and the commentation of the commen	
	Comiton Dala Repassary System	2	
	Driver License Project	ign all driver Mo	
job.	Engaverang internation System	(lou)	goston
2-	Nove Fiber Installation		
1	Fiber appade		
<u>te</u>	llasserliginasi Construction Manegament System	to the state of control by department of the state of the	\$2000 P
	Медемили Upgrade	The superior to his operation belong the state of the sta	Spsica

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	06,000,200,82		311,800,086,00		\$750,000,00	\$300,010.00	00 00 00 00 00 00 00 00	\$1,000,006,00			_	826,000,000	\$185,000.00	\$7,500,000.00		86,000,000,00
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Project tiffe	One Voice Contact Center Project	Section 5 Poplacement	Statewole Transportition Distra Center	Virtual Makix Switch	Web Pations integration with Gis mapping	rakip ATIOSP Josef SPF Tracking System	Chical Potsonaano Introvensen (Ch) Intilahe Vees UAR)	Transpurancy Portal for Federal Stimulus Gzar	Digital Recording of DIA countrions	IT Hetwook Infrastructure Upgrade	Cracto Tethnology Upgrade Prayed	трапиров Маккей в	MDAA Ostazliir Recoresy lesastructure	infestnature PetreskrUppade 10 Gigarit Technology	MITG Data Central Rysonestions.	MITO Data Center Space Expansion to support IT Centeddakon
Task Force																
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# Continonwealth of Massachusetts Infrastructure Mobilization Effort - State-Review

Task Force	Projectitie	Propest description	Total Federal Act Request (8)	City/ Town
in.	Secretarion IT Services Consoldation	physics includes present any species of secure Choos of the picture of secure of the picture of	\$6,005.005.05	Cresson
	MITC Manframe Retrosh	Реграссе dre existing legacy 1880 тавлятия with в updated 19 XIU BC historical component.		Challeca
	MATC Mediech Active Fallover	Costa is usus takon arbitezian ku 11 Mathelii syukmis (DPA). Dikh and DBR) and hist in Substation certer unit an Dao Geour is active. The 4 state buspitals rely an heav syukms to opinee.	\$3,000,000,00	Chekes
	Copin/aton of Massachusetts Eath and Death Recollis-COSRECTED	This Massive Registry of VID Records and Control of America Special and Control of America America and America America and America America and America	\$8,700,080,00	Dorchester
	State Ensergoicy Operations Center IT upgrads	The prefet prevent POLY Bright And Advanced and Advanced		Framoghads
	Metwork intrastruction Updates	Replace the COMPAS Present IACOTO she and print Server that has been notabled servia 2001. Compete the introducion of all Arrivers Controller by solding the recessary amplifieds and receivers.	\$32,500.00	Holyake
	Massachovett: Poblic Hoath Laboratory Oata Exchange	To enhance the case counter the case of this by data exchange and unempendially capablides to shale also with the Centur for Durane Control (CDC), surveillance partenns and other parts beconcludes. This will also wil	\$1,064,006,00	Jamaina Plam
A.	intograted Eratingsensy Operations Managented System	The state of the s		Mellord
	Bulgaria Aprilación scarcara approprio	To deposed a translatory software Controls Fragaria is deline. Approx Emperor Response Plans, Approx Clais Strategies Plans - Specy Extenses Codesuls, Plans - Frail response Anna and constitute of procedure across aprilia - Clair represents his learners and plans, Resinancia and Researchies I've singles would also be stocked to the second and the se	S4, 300, 000 90	Majntanke
	Trui Court Gages Conferences	The special bits propriet to the buildings representational contractions to propriet to the propriet to the buildings representations to propriet to the propriet to the buildings are propriet to the buildings are propriet to the propriet	\$250,000,00	80.
E	DD Suiks. Planning & Reporting System	This separa is a binative and an addrated as primer interferent being that professes plant interferent professes being designed for a professe being the professes and a professes and professes a	0970000	Ondexy
	ECSA-Princes 3 mod 4	The place is a proposal and a procession (Section Section 2) processes and a place of a procession section and a place of a possible section and a place of a place o	3343.961.00	Semenytic
Face	Toal Court Electronic Faing	which is the first and should be a second to a second to the second to t	8750,690,99	Statewale
_	Tual Court Electronic Significe and Workfley	The second particular and the Comment of the Commen		Statewate
1	Trai Court Busanas Meteros Dasnboerd	Felling on the risk has been selected expressed by the Telling Conference of the Con	- A	Staturede
	Trial Crous Digital Media Archive.	by any ender standing regulation to standing and ender the standing	\$750,000,00	Slatewde
	Massacrosotts State and Community College Voice own fetorissi	Alter Schreider, State of the Comment of the Commen	1 59,000,000,00	Statemate

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# Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Project life		and description of the second	Total medical feet Responsible	City Town
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SIMS-EPIMS Coveredon Covered to accept till accept til	Copuned I accept de four riser As contin data.	Ormation to the control of the contr	2,403,600,00	Skirjewide
ELAR Data Waletouse thregination The Department of the out of the selection of the control of th	The Depart It ske sur d beckground on stedent	The Exportance and Exportance is charge streamed in the Exportance Conference are a resident to charge in a redictor to compare the exportance (SEX) and the exportance of the	\$685,000,00	Statewate
Edinode Interppretability Promovent.  Special Conference of conference o	Develop and collections at sometimes a exchange that and provide to the implementation that is not between the collection and implementation.	5 2 7 2	8	Stateweise
Electronic Transcripts for Liverfaure (We can incredible a to thousand to the color	We can acre elemente a la To state colle-	You can ever the charges of a second control of the charges of the	00.000,000	Statis wide
mega	Our current da EDNJCATORN program so fa Atheir reaching	1	325,000,00	Collewide
olly tee 21st	The current sta schools stall po poor subert atic	The count discovery rate of strategies compared in 5 to Sucheria, in Expression Country of the Compared in Compare	E	Statiswides
Granke Aufmenketralegn Sakstmenn und si Indere eitsternt	The listastract payment and a more efficients	The destruction of contributions of contributions and contributions of contributions of contributions of properties of properties of contributions of contributions of properties of properties of contributions of contributions of properties of contributions of contributions of properties of contributions of cont	1,460,090,00	Stateswale
-	To provide a re- state and boost	To prodict to maken, Joseba Local took conventionism recover hits will note with the spooling individual order in interpretable places of public subsity apprecial such as 1977 and as enforcement, subsity and an experience control public and an experience control public and recovered.	\$37,500,000,00	Statewate
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	The efections of Citation inflorma Expensing and P	5 3		Statewast
Department of Public Safety E. OPES as well as needlessing circums of circums and circums and contration and the contration of the contration of the circums when the contration with the circums when the circums and the circums when the circums and th	OPS 35 year as medited by the cardeous and Su- cardeous by O facilitated with	The system of the property of	96-30, 300, 50	Statewide
*	The stefawds of 12/31/09. The stefaming of 12/31/09. The engine statewic FCC antistives (Troug B) then	The Responsable of the process of th	\$1.25,000,000,00	Statisheride
				Statementer
Continuerigations	w	cooks from these data to thinness beard EV-U-U-U-S dating gate control of the con	15,640,000,00	Statemedo
Mass. Gay portableson non-portableson	7be Constant	The Contrain worth his extraktions an interprete prints stated his train agentates to salogi. Contrain, CGR has not been protabled one to lack of expurient. This project words respain than a \$440, the project words respain that the project words respectively.	5450,000,00	Statewide

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Task Force	Project (0)e	Project dietaiplika	Total Federal Act Request (5)	Clay Town
	Revenue Yncking System	Processors of an item father spatials to separate stokens it met 15 miles almost entende supplies and a sender model possess and length Processors are more debut processing per immediate the processor and a sender of response of relevation returns that design returns processors and the processor and the processor of the processor and the processor of the proce	\$1,250,630.00	Slatewole
VO.000.000.000.000.000.000.000.000.000.0	Sepsonal Rooker Application	Application of a set abstract bread agriculture by the treatment of the tr	8750,060,00	Statewate
	Doskjop ered Applikosinar Verbanikalean (VII)	in the control of the control processor of the efficiency, briefly obtained in the control that the control of the control processor of the efficiency and the control of t	\$3,500,000,00	Statemode
The state of the s	Ontine snar ergoodlaboration hyzanat	Otaks sharing soffacerpsin fatoner to its shared by all againabs, severamental morphitis, legislatures, no.	\$1,200,000,00	Statewide
	EOEEA wate sideo contrastras	Stateskie EGEEA valus conferencesy	\$1,500,000,00	Statemente
The state of the s	Upgrade all ECEEA Personal Computers	(Applie) APPOINT COMPANY ALEXANDERS IN THE STREET IN THE S	\$2,050,000,00	Statewick
And the same of th	REC Professional Development Data Mosagement System, (PDMS):	The content of the co	61,600,000,00	Statewide
	Provide web services excess via Cholsea to all state G85	This will maintize the raise of innestments belok store and extrang GIS data by providing spen, enricement access to application therefore throughout the enturprise.	\$250,000,00	Statewide
	Ynal Cout - Imaging Behancedests - Auto Cooxeding	The state of behavioral on the state of the		Stalleande
	Complete standardized standade percel data			\$7,918 vaide
	Contiblate the arthophase tuser mapping program. add near effered		5020,000.00	Statewide
	(a) Carefolomini zasevvana aktorios porti diris. (ip) aimzuk manten	and off records profit for period data profit of the other off and an article of the other off and are also make the other off are also make the other off and are also make the other off		Sintewale
	Complete reapping of valled aswer intrastructure	regions already analysis of the stage of week for already and the stage of the stag		Statewala
	Coruphics mapping of earing	The significant and performance of the production of the performance o	8450.000.00	Statewale
-	Princip with Strends access via Chalker to all yant CIS	The contract research states of the contract of the contract cont	15.250,002,00	Spiennia
le-	Devokiya staternike bigit teltrikilant blevokisot data	The specified sets of the state of the sets of the	32.050,000.00	Statenate
La-	Computerized Physican Order Entry (CPOE)	Bectons applicable used to under Rx diagnostic basing, and attendes within a care selling. Typically tass late a system which includes EMR. billingsteel in with a Chincal Decision Support System, assisting ARy sa epolysm best evidence-based practices.	\$125,000,000.00	Statomide

ater-Rennewed, Showel-Roady Projest No.

mm	Santa
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	Prace.

TaskFarea	Project ville	Propert description	Total Pederal Act Request (S)	Crey Town
×	Conmunity Health Content	CHCs, quedominantly treat galectis on publicy framoda health resources 22 contents with the tried to busiscus Spris Contents currently busing concentrated in Currentomessib's "galeeay" circus	\$13,000,000.00	Statewite
16	Health information Interdisings (HE)	To reads the freeder of Lehrar september 19 in-HT, the strangement of the control for all products to shareholders independent of the stranges	\$35.000,020.60	Statewide
	spilos	Attracts of responsements to describe mount as 1996 contrible in furnishment and used by a wiley of chinases. Transferranced dealth or the present of contrible sources and used by a wiley of chinases. Transferranced dealth or the present of contrible to the contrible of contrible to the contribution to th	\$340,000,000.00	Statewide
12	Servar Room Consubbition - 1A	American in the control of the contr	\$11,800,000.00	ue.
No.	ସ୍ଥାନ୍ୟ ଅପର	and the state of the ordinary products product the state of the state		Tenksbury
į.	Trest Count Preuns System Upgrades	replacement of the property of	54,060,090,00	Vacious court locations Statewids
	Second Data Center	The shoot disactorie Program all product aren washing for the Commonwealth's compasse systems and applications? The program and blooding is consistent to the commonwealth's compasse systems and applications of the program and are trial plane of construction.	815,000,000,00	Western MA Chelson' Boston
5	Trail Cear Basins Data Center Equipment	The control by the question of the Control of the C	52, 000,000,00	Wistonskes
п	Éstudistrands at as Automáted Poasi- sile Wolee Mondong Prograss	in which in money provides that the state of	52,500,500,50	Warester
<u> </u>	Mass of zalating hethrolis.	in the control of the	38-900,000,00	
ś	Mussachuseks State sen Contrainte Callege Disastor Rocovery Facility	About Backers to that an Commond Changes and that a feet to the defendence of the Changes and	53,500,000,00	
t	Greening & Vieualization of 17 annastruction	for seposon is Beacher Ottos	\$5,000,000,00	
		Politick Kavel and increase collectedran briough. He use of strategically placed teleconferenced placed.	\$1,500,000.00	
		Coostantos e la miner createus p. 1. A. E) judon tra adelegiro transfella Bunkes Pala.	\$2,585,090.80	Asservoro
		Processmellen of Althreads and taids anound the Downleyen in earlier to facilities the respin of leastway tablic to Main Greek.	98,300,900,00	Brockey
	Notttrieest Park - Idadtlester Tphe. Corndor	Constitut Hamppokalden improventions on datablemens, Samplike biologic between FRo. 3 & Rio. 451/28.	89,259,500,80	Burknylon
Private Devolopment - Tradulional Intrastructure (reviewed)	Northwest Park - Puths Sever	dalaka autopanga kanganan kanganan kanganan dalakan dalakan dalakan dalakan dalakan dalakan dalakan dalakan da	39,000,000,00	Выблубон
Proale Development - Trabloonal Exoculos Para Infractructure (psylewed)	Exocutiva Pant	Physothetic Road upgaket, computation of freceier treatment, source and allely algorithm	53,000,000,00	Faž Rises

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Tests Force	Propert ette	Project determination	Total Federal Act Request (5)	City Tawn
Private Development - Traditional Infrastructure (reviewed)	Economic Dev Overlay Destror - Podestrias Bridges	Build potentian ships over Rio. 1	\$6,000,000,00	Fadorough
Private Developinees - Traditional Infrastructure (renessed)	Curratochios of Frankin Regional Transid Confer	The Facility Progress Transpir Control and to a transportation took for Franker Councy Outs will provide controlled to the provide councy. Successive Councy Co	\$10,000,000,00	Organisald
Private Development - Traditional Infractructure (textenes)	South direct improventants	персов вомножні межь акт рафенсіон актеля	96,962,255.90	Philippe
Private Development - Eaulitabil   Arvanealk PropertiesPhase H Substituture (cerlovo))	Arvandak Properties Phase II	Derekten wit stad intervolue mitgereenheids	\$89,000,000.00	Lawrelice
Private Development - Nathenal Settantracture (reserves)		9,69,50	\$22,000,000,00	Lewes
Private Dovelopinent - Tadalania Infrastructure (revesued)	Waterfront Rodevelogment Project.	Ski Vendadon vi na Vojakrom Rebeningran Dakut	55,000,000,000	r.hun
Private Development - Tradounal Annastructure (reviewed)	Chestinut Roope Technology Peak - súgnaluzósa al Pachburg St and Croxley Drive	Signations of Faching to aid Crewy Zinn	5250,050,00	MatBootsagn
Private Development - Trablamal Infrastructure (reviered)			53,700,000,90	Physicality
Private Developroson - Tradesonal Attracture (revelved)		e majoriermos, at the form than then the willop utbasiscione impredenance without subtyprent of Bourne Road, construction at Bourne Road. Vereithen Foral and additional drainings improvements.	54,395,000,00	Physicality
Private Covelogiment - Taskarnal antrodischam (reversed)	Waterford Square at Revers Beach		352,009,000,00	Resert
Private Development - Traditional Artratrusture (reviewed)	Mhad i Port Expension Project	ала испекта рукт скару.	\$20,000,000,00	Salern
Private Development - Trafsional Sobastractine (reviewed)	Assembly on the Myster - Assembly Sq. Or	Partition in the contract of t	\$33,750,000.00	Somerville
Privito Govelopinent - 7 judional Gilcadructus (reviewed)	Southbad - Entit Wost Pathony		556.971,569.09	South Weymouth
Physic Development - Yabbanal Asyban Block bevinguisms Intrastructure (elviewed)	Aybum Block Development		53,200,000,00	Spárgáeát
Prioric Decembers - Traditional Pedesal Bushing Antrocucture (deabased)	Pederal Busting	represents sectable removalions to the hadding denut and hubbing involver.	52,500,596,50	Springless
Private Development - Traditional Intradracture (minimed)	Colemy and Sessor Independed Park Phase In	oberg and Chan Reposted Pack Prack Scorespons of a custony was nel crossing to althe expinence of demologement in Laberty and shallow proposed Pack.	52,500,000,00	Tainton
Private Development - Traditional Unitrastructure (resinwed)	Private Development - Tradhlenial - Thomas Maed Use Development Introduction (Resieved)	The project of process the condens independent of the control of t	52.578,000.00	Wateran
Private Development - Traditional Gritaditation (Severed)	Westland Bursaess Pank	Construct treatment improvements among the 1.10	56,100,000.00	Westbard
Private Development - Tautakinal Intrastructure (reviewed)	Northwest Park - Antibesex Take. Physic 2	Improvement is 1.3 sides of Middlese it Longien from Rim. 42 Bellingson Rel. to Creaty Dina	\$14,950,064,09	
Prote Devisions: Traditional Infastracture (revened)			\$17,550,000,50	
Prese Development - Traditional Infractionstate (reversed)	Julkian Square Redsvelopment	Jacken Square Proper Bi the City of Bester indiceons fine freel milkingment of B 1 stores in Research Jackens Jackens and Routing magnetizations over the publishers.	57.060,000,00	

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# Fructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Contract of the Contract of th			Manufacture Control of the Control o	TO STATE OF THE PERSONS
Task Fores	Project title	. Project description	Total Enteral Act Request (5)	City Town
State Pacititis - DCAM	UNIVERSITY OF MASSACHUSETTS	Hervied Impoversents.	\$3,100,000,00	Antherst
	Registernesi Phass 3			
State Pacines - DCAM	WAYERSTY OF MASSACHUSETTS AT AMHERST - EIWINGAM	lipotica svo Deeroteoji	\$1,000,000,00	4mhers
State Facilities - DCAM	DARKERSTY OF MASSACHUSETTS   Ohaplar 10-Roudway engraverses AT AMRERST - Majntenance		\$29,450,000,00	Acmiensi
State Facebos - OCAM	DAVERSITY OF MASSACHUSETTS AT AMPERST - Mantengary	Repúblic 1668	\$4,605,000.00	Amiores
State Pacifics - DCAM	UNIVERSITY OF MAISACHUGETTS Replace alectron AT ANHERST - Maintenance		51,750,090,00	Azerteiss.
State Facables - OCAM	UNIVERSITY OF MASSACHUSETTS AT AMHERST - Mantonence	saks vyden	\$5,669,000,00	Acmbarts
Stere Fastker - DCAM	UNIVERSITY OF MASSACHUSETTS Register red AT AMHERST - Maintenance	Probability of the control of the co	\$1,100,000,00	Aunteerst
Stole Faddes - DCAM	UNIVERSITY OF MASSACHIZETTS AT AMMERST - Maintenance	P(0)T(2 ) 0;0	\$1,700,000,00	Amigerst
State Facetos - DCAM	UNIVERSITY OF MASSACHUSETTS AT AMPREST - Maintenance	Papulai wikilet	51,550,000,00	Antherst
State Ferabor - Dichal	URAVERSITY OF MASSACHUSETTS AT AMPERST - Meintenance	Upparto steam too	\$13,046,000,06	Anthers
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT AMHERST - Massonance	MARTINE SALE (SPAN)	\$2.500,000,00	Ambarst
Stake Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS Install steam butone AT AMMERST - Maintenance		\$2,600,000.00	Antteinst
State Facilities - DCAM	CAPE COD COMMUNITY COLLEGE - Energy	\$100	54,654,842,00	Barrestable
State Facilities - OCARR	CAPE COD COMMUNITY COLLEGE - Nontellance	CAPE COCIONAVATY COLLEGE - Cropper 15 - Replace vaser invalinem plant and potating for ignising.	\$1,507,000,00	Bantrabla
State Facables - DCASA	Cape Cal Controllay College - Maintenance	Rething to the purify	\$290.000.00	Samolable
State Faulthes - DCAM	CAPITAL ASSET MASINGEMENT & MAINTENANCE - EnviroNorso	Metopätan Sink Poppia (Sepokal Pros) Epudonintial Referension	\$600,000,000	Selmont
State Facilities - OCAM	SHERRF'S OEPARTMENT MODULISEX - Markenance	(Rept. streetype 3ct window)	\$655,000,00	Stence
State Packings - DCAM	BUREAU OF STATE BUR, DROS - State House Interior Upgrates	of Gardner Austronam to promise across-Selety, treproved public becook, neone floodern for maily the seas, contra efficient lighting, etc.	\$5.000,000.00	Boston
Sollo Pacidiles - OCAM	CAPITAL ASSET MANAGEMENT & MANITZMANCE SIGSTON - Maniemines		52,500,000,00	Boston
State Facilities - OCAM	DEPARTMENT OF POBLIC HERLTH- Reson HVAC and tenovals polinocess BOSTON - Mesterance		\$245.000.00	Soxton
Stee Faceling - DCAM	DEFARTMENT OF YOUTH SERVICES BOSTON - Maintenance	OSEPRÎNGÎT CH YOUTA SERVIÇEGÎ Reşpare secarej spikon, inplaza Hanc, replace wezboal and blan hadman. BOSÎ CH - Mantenanca	\$2.50,000,00	Boston
State Facilities - DDAM	BUNKER HILL COMMUNITY COLLEGE - Maintenance	Pepilote Wildows	5473,401.46	Sisston
State Facilities - OCAM	BUNKER HILL COMMUNITY COLLEGE - Maimenance	(19/6/2 991)3105	53,066,500,00	Baston
State Facilities - DOAM	AAASSACHUSETTS COLLEGE OF ART - Meiskelence			Boston
State Facilities - DCAM	MASSACHUSETTS COLLEGE OF ART - Mantenance	Negati confedence	\$1,000,000,00	Beston
State Facilities - DCAM	MASSACHUSE 173 COLLEGE OF ART - Maintenance			Boston
State Facilities - OCAM	MASSACHEUSETTS COLLEGE OF ART - Maidenance	Ropos fro 48-th styletin	51,000,000.60	Boston

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# Commonwealth of Massachusetts Infrastructure Mobilization Effort - State-Reviewed, Showel-Ready Project List

Tedeforce	Project fitte	oranic particular part	Total Pederal Act Request [5]	City Town
State Facilities - DCAM	MASSACHUSETTS COLLEGE OF ART - Manierance	негай Слеуулаты оудаго ана разоралы кезимет	\$535,000.00	Boston
State Faustas - DCAM	MASSACHUSETTS COLLIGE OF ART - Mantenance	ACTIVITIES OF THE PROPERTY OF	\$1,605,060.00	Базізат
State Pacabes - Dopus	MASSACHUSETTS COLLEGE OF ART - Mainsance	PRESE decided spirits	\$1,000,009,00	Soston
State Facialist - DCAM	Rozeury Cohmanty College - Membershance	Pagal etraliga aid widon?	\$1,192,230.00	Sustan
State Pacetter - OCAM	UNIVERSITY OF INASSACI-USETTS AT BOSTON - Maintenace	Poplacingspile esseleger, replaces Landspilates y, replaces Landaces, replaces 1900 to proportion to observe the replacement r	\$4,025,006.00	goston
State Facilities - Cooke	UNIVERSITY OF MASSACHUSETTS AT BOSTON - Mantenance	PRESECTIVAS.)	\$1,000,000,00	Sostori
State Facilities - DCAM	UNIVERSITY OF MASSACHAISETTS AT BOSTON - Maintenance	PROBER (PADA 1975)	\$1,200,000.00	Boston
State Facilities - DCAM	UNIVERSITY OF MASSACIFUSETTS SAT BOSTON - Managemen	Physics 10d	\$4.570,099,00	Boston
State Papaties - D c. ast	OFFICE OF THE CHIEF MEDICAL EXAMINER - Mantementa	Papal Art Inhito Don's	\$190,000.00	Boston
State Facilities - DCAM	SECRETARY OF STATE -	Settles 1997	\$343,250,00	Boston
Mate Facilities - DCAM	SHERRE'S DEPARTMENT SUPFOLK (Repair envelope Membersing		50,000,000,00	Boston
State Facilities - OCAM	SHERRY'S DEPARTMENT SUFFOLK	SHERRFT DETACHMENT SUPPLAK, Paptaco HOKE, nesal salety babyar and boring, seno-da blowers, report paving Sherikasure	\$1,664,006,00	Boston
State Papatres - DCAM	BURGAU OF STATE BURGINGS -	Lippado dátro VAV, historion una visios and Afficiantels and Decisional comings for the McCampack	\$6.450,005.00	Beston
State Facilities - OCCAM	DEPATMENT OF CONSERVATION AND RECREATION - Environment		\$1,100,009,00	Boston
Scoto Facelines - Octana	BUREAU OF STATE BUILDRIGS and CAPITAL ASSET MANAGEMENT & MARITENANCE	Composition from year Winner Fictions Project Including retrocuminationing lighting water, ELIS treatmental appealer, and one exist in Spraggett, Washing SECISI buildings (Same Pilane). Here is the foreign of the second	\$10,361,377.34	Boston, Lansanter, Springfield. Phistinite
Ships Facalety - Co.4A	Blacker HB Community Cobigo - Construction of a New College Entrance		54,200,006,00	Buston/ Charlestown
State Faceties - OCAM	GMIVERSITY OF MASSACHUSSITS MEDICAL SCHOOL - Insiline of Labs Life Sabily Improvements	sy rajovnenens. Begin basidik entvasions at State to be flow at stems. That enables a first phase of consult myoracements to this impostant patels heldling.	\$30,000,000,000	Bostoni Jahnasia Plain
Store Packtus - DCAM	SHERNFF'S DEPARYARDN BARNSTABLE - Mantonanco	Robal HAC;	\$60,535.00	Soutere
State Facalus - DCAM	WASSACHUSETTS MARTIME ACADEMY - Mantenince	Negoer environment (Aust Ind goth	\$1,642,518,78	Bosens
State Faculties - DCAM	MASSACHUSETTS MARTIME ACADEMY - Mainanasce	Repair on relegate	\$1,100,000,00	Bourne
State Fections - Octobril	ACADEMY - Maritanece		51,100,000,00	Bouring
State Faceles - DCAM	SHERIFF DEPARTMENT WORDSTER - EARIN	Companiants or beingy project to extend typing, wasie conservation and tricks, and control apparence and modificion of a wind turbine at the side	52,000,900,00	Boylston
State Facilities - GOAM	ORPARTIMENT OF YOUTH SERVICES Replace wandows and asselves BREWISTER - Notebranese	dalaysis por another sometimes and the source of the sourc	\$100,000,00	Grevister
Stars Facilities - DCAM	BRIDGEWATER STATE COLLEGE . Erwigy		55,513,703,84	Ондремара
State Facilities - DCAM	DEPARTMENT OF CORRECTIONS - Energy	DEPORTION OF CHARLESTORS. Phose It Comparison Every and Water Efficiency Project alreading deterral inscisonance, instance, instance, relation, left connecute, and what measures.  From the control of the connecute and connecute and control of the connecute, and what measures.	\$2,000.000.00	Bridgewater
State Faulties - DOAM	BRIDGEWATER STATE COLLEGE. Maynenance	Peptike spuls, relinotes building	\$4,322,250.00	Bridgewater



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Takk Force	Project tiffe	Majd descriptors	Total Federal Act Request (\$)	Gityl Town
State Facilities - DCAM	SRIDGEWATER STATE COLLEGE - Maintenbroo	Ng kar nod	61,000.000.00	Snagewalar
State Feddles - DCAM	DIVISION OF EMPLOYMENT AND TRAINING EROCKTON - Mantenance	Chapter 3D-Rigate paining	\$190,000,00	Grocition
State Facetex - DCAM	Massasad Conumunity College - Mantenance	Chapte 35-Aguer paving	52,000,000,00	Brisching
State Factores - DCAM	Massack Community College - Maintenains		\$2,950,000,00	Siocken
State Facilities - OCAM	MASSASSIT COMMUNITY COLLEGE Replace securty system Maintenance		\$450,000,00	Brackson
State Facation - DCAM	MASSASOFI COMMUNITY COLLEGE - Energy	Corporation Edergrand Water Project, including lyplicing, water, replace all harks not not not pulse, and subsequently and su	916,538,556.00	Brackin and Carton
State Fackres - DCAM	TRIAL COURT-CAMBRIDGE . Mantenance	Digital School pality	56,700,00	Cambridge
State Pacifics - DCAM	41.314	Pitcher roofs	\$373,345,00	Canton
State Patrioties - DCAM	Missasiat Cenenunity Callege- CANTON - Mantenance	Repairs roof	52,800,000,00	Canton
State Facalitis - OCAM	UNIVERSITY OF MASSACHUSETTS AT LOWELL - denie of Chebrishid campus	Distributo variant basadas up leutinos ban ranks a ke hazad and tile optien rok	36,800,000,00	Cheknstrad
State Parties - Dodge	LINNVERSITY OF MASSACHUSETTS AT LOWELL - EnerotDens	UAKS; Lond Dembles	186,000,00	Cheimsfant
State Papilles - DCAM	CHELSEA SOLCHERS' HCANE - Maintensince	Papto breider yzkon od sardios	325,000.00	Chetsea
State Pacalies - DOM		Constitute of a \$6 non conclusal branch about to the earting Veticin Massichusets Regional Uppners Consciously branches the bed cupacity by 74 bods. This will altern takens of the Youtester wenter pointed to reprove the Indian	15,000,020,00	Changee
Sum Factors - DCAM	Distance of Standards - Methology Lab Bulkting for Division of Standards	New Constitution of Garage and classifican Fishers: Mondage Equipment to encare continued of epigenesi by National Institute of Standards and Technology.	00'000'000'15	Concord
State Facilities - DCAM	NORTH BYORK COMMUNITY COLLEGE - Maretrance	(Rapal believine, leds, edd, cod	51,630,000,50	Danvers
Soale Penfers - CCAM	DEPARTMENT OF WENTAL RETARDATION-DANVERS - Mandamano		00.000,00	Danvers
State Packins - OCAM	DEPARTMENT OF MENTAL RETARDATION - Energy	Competentive Broug and Nate Etheries Project intenting weatons, retroomts assuary, Sphrag, rate (EMS), sala thorond, retrained increased spyriase, and todays, Indulies Hopes, Weelton, Weelton, Competential spyriase, Send to the Sphrag spyriase, and sens deservating of	\$20,943,265.00	Danvers and Wieriklam
State Facultus - DCAM	NORTH SHORE COMMUNITY COLLEGE - ENERGY	Enksjy. Verdiev epparationtensprovements, PFAC impovement, PFJ (unites) lighting	08,075,000.00	Daswers
Slike Facinies - DCAM	UNIVERSITY OF MASSACHUSETTS AT DAR IMOUTH - Environments	UMA-CS Chartrouch Alone Charact Christians Severimental Plannishian	5200.000.00	Darbnoseth
State Facilities - DUAM	UNIVERSITY OF MASSACHUSETTS AT DARTMOUTH - EnvironDemo	Umias Dathauti Adansia Remond and Recitobilism Etividonenaa Remodonan	5400.000.00	Овячноми
State Facility - DCAM	UNIVERSITY OF MASSACHUSETTS AT DARTMOUTH - Contey Motory Renovations & Inflatmouture Repair	befored on FY 69 speeding plan, but Fe1 Sim S will allow received propert regarded	220,000,000,00	Darknowth
State Facaries - DCAM	UnivERSITY OF MASSACH/SETTS AT DARTMOUTH - Maintenarys	Unigit 16-Pipar radings	51,788,055.90	Dartmouth
Guate Facilities - Octabil	UNIVERSITY OF MASSACHISETTS AT DARTMOUTH - Mantenance	tett act higt village kvants	51,450,500,00	Darenouth
State Pacifities - DCASI	UNIVERSITY OF MASSACHUSETTS. Replace canoporters AT CARTMOUTH - Maintenance		\$1,023,000.00	Darfazoath

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Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Face	Projectitibs	Mychatelinine	Total Federal Act Olly Town Request (8)	City Town
State Facilities - DCAM	UMPERSTY OF MASSACHUSETTS AT DARTMOUTH - Elengy	Competence Every and Ware Project, acharing lighting, water, replace all falled tool by uses and at manding uses, inechanical approbes, too meas boiled plail, and shuttoni, advantables all all seles PV, Delinearing and Fall Rheet.	\$48,000,000.00	Curenouts and Fall Raver
State Pacities - DOAM	SHERIEF'S DEFARTMENT NORFOLK Nortalk Jas and MCC housing expansion	Countraction of a coveration of a coveration to the section is tested a least FCC, in Deshian, which result around 24 fooling colle, is 40-bus some seal extension property support systems. Also, and the exemptions of belong with maintenance Steps and Yah.	\$26,000,000.00	Deuman
Blate Publities - DOAM	SHERIFF GEPARTARENT WORFOLK Equand parking by Maintenance		53,809,000,00	Oedham
State Facetors - DCAN	SHERIFF'S DEPAR (MEHT DUKE». Mentenance	1	550,000,00	Edgartoven
State Pablities - DOAM	BRISTOL COMMUNITY COLLEGE - Energy	Conspriences Electric Electric Proper absorbit verscommissioning, Igense, value, EMS, mechanical upgratur, proteologist uner, underso transmissioning and builting absorbit programmers.	\$8,600,526.42	Fall River
Dane Fedins - Doam	BRISTOL COMMINITY COLLEGE - Maintenance	·	81,708,000,00	Pali Rher
State Facaties - DCAM	Mointensace	E SHRS	\$22.393.00	Fadi Riser
State Faceture - DOAM	DEPARTMENT OF YOU'RS SERVICES REPAIRS WHILE WELD WELL THE STROKE - Manuserance		81,000,000,00	Fall Feyer
State Facilities - DCAM	BRISTO, COLMONTY COLLEGE - Maintenance	(Actionistical	\$1.500,000.00	Fall River
State Facilities - DICAM	BRISTOL COMMUNITY COLLEGE - Maintenance	NAME OF THE PROPERTY OF THE PR	\$3,018,050,00	Field River
Stite Facilities - OCAM	FYCHRUNG SEATE COLLEGE - New Science Center, dama of partitions gym, site areg	Propert on specialist pain. Put not shifted the construction shall used \$50.2 - should be scenicisated to steps shows all distinguish them from steedy two sets proposables that large probabilish that the steedy shows the steedy steedy steedy than the steedy steed steedy steed steedy steed	\$3,000,000,00	Pikahiang
Sone Packies - Other	Füchdung Skate College - Maintenbrica	Chaper 1944par greing and sourcele care and wilkness.	52,950,615,00	Pictory
State Facilities - Double	Floodweg State College - Maintenance	Porgot etectival distributor system,	\$1,000,000.00	Faciliarig
State Facilities - INDAM	FITCHEURUS STATE COLLEGE.	Porton cities, relation palma, relation MAC, equipment, relation mote and windows	\$5,540,634,16	Protecting
State Facilities - DC/AM	Frankurg State College - Maintenauca	Father ONes	31,908,537,00	Fectioning
Brace Facilities - DCAM	Pinnburg State College - Malinoteance	makenj data Celappi - Malanimira i Jappine storgi monajment optem i	53,500,000,00	Filchousg
State Facilities - DCAM	Firchbiarg State Callege - Advertiseans	Bettil Deciti	51,590,000,00	Fachiburg
Blave Faultnes - DCAM	FTCHBURG STATE COLLEGE - Maintenance	Bestall dilates safer trapp	51,826,637.00	Finchaug
State Facilizes - DCAM	TRAL COURT - Envea Demo	Franklykan District Court Eukkonmenua Promedation	\$150,000,06	Framingham
State Facilities - CCAM	PRAMINGHAM STATE COLLEGE.	Potres social building is be standilized. Capital Ects trap is the depresented of as supplied Scenes Cestel, custedly in clarinory slagges.	\$12.500,099.30	Framoghans
State Furthers - DOAM	Fiernandoan State Cetego - Menterance	14/8/8/8/5/5	51.350.000.00	Frankmytark
Siare Facabas - DCAM	Framingham State Collegs - Malerenation	1990	\$1,750,000,00	Framegiam
State Pacifics - DCAM	Prandigitam State College - Maluterance	169	\$1,000.000.00	Frankalam
Stans Parabses - SCAM	Frammgran State College - Mainsenance	September (Appr) recitor)	51,500,000,00	Frambiglism

ишопи	Children
Co	Cture B
	fragitus

Tests Force	Projectitite	Project description	Total Pederal Act Request (8)	City/ Town
Suste Facilities - OCAM	FRAMINGHAM STATE COLLEGE - Maistenance	Prepare chiller, replace nod, replace adoctor, replace accordy system	\$1,568,494,88	Framingham
State Facilities - DCAM	DEPARTMENT OF STATE POLICE - Energy	Октруйнати Биеду, Ейкиску, Рицуст пасийну Адабар, песналей каруктен, узые эст молкоу. Вывлеу	\$4,316,438,09	Frammylam Nov Blantine
State Fouthers - OCAM	AFT. WACHUSEYT COMMEMMENTY COLLEGE - Energy	Presey B of Conceptions Energy and Vision Project. Socketing thingsy of Rently upgidds.	\$573,657,59	Gardner
State Focakes - Ocaza	Moset Wathcreat Companity College - Mantenance	Chippel SP Republication and will be used with be used will be used with be used wi	58-5-5, 000, 5-0	Gardner
State Facilities - DCAM	IAT, WACHUSET F COMMUNITY COLLEGE - Mentenance	Register and and Boar	30,000,000,18	Gardrier
State Facilities - DCAM	DEPARTMENT OF CORRECTIONS - Energy	Compression ne Zienja ind State Elistency Project alsoding, ligiting, water, chechantal Appases, and soon Francipians and Wellerig.	\$10.272,710.00	Gardner and Fraenzigiam
State Facilities - DCAM	Greedkio Conmunity College - Maintenaace	Phys. (874 bg)	\$1,927,006.00	Gneenfald
Stare Packages - Occasal	Greschish Community College - Maintenance	Poplace viral pres	\$1,927,000,00	Greenfield
State Facabes - DCAM	SHERIFF SUSPARTMENT PRANKLIN - Makitentinos	On-EORP's CEPASTUREY FYARLEY Pagabos viratoos and tanks, and repail convention and electrical Padelinators	\$271,250.00	Greenfield
State Facilities - OCAM	NIORTHERN ESSEX COMMUNITY COLLEGE - Maintenance	Chaper To-Repair rearberly and partiting for	\$300,000,00	Havenhill
Slave Facebas - DGAM	NORTHERN ESSEX COMMUNITY COLLEGE - Maintenaine	PQ300 milysel	81,500,500,50	Haveshell
State Facilities - DCAM	NOWTHERN ESSEX COMMONITY COLLEGE - Mannesiance	Potable tool and every general general general desirence and the second series are second series and the second series and the second series are secon	\$720,000.50	Hawarad
State Faculties - DCAM	TRIAL COURT - HAVERHEL - Mantenance	Regular weeking	\$340,355.50	Marechill
Stale Facultes - OGAM	NOR PIERR ESSEX COMMUNITY COLLEGE - Evergy	Competenting Energy Blogate Alubing Igiting, mechanical appliant, coati.	\$2,807,580.00	Haveril Lavron
State Faculties - DCAM	FIOLYGKE COMMUNITY COLLEGE -	Chapter Statescal packay, palicia and walknesss	84,096,000,00	Halyoke
State Facilities - UCAM	HOLYOKE SOLDSERS' HOME - Washingsice	Ρομέιος είναι είναθρε, τρομός της	\$1,254,000,00	Hatyoke
State Factors - DCAM	HOLYOKE SOLDIERS HOME . Abenimance		\$1,906,000,00	Halyoke
State Facilities - DCAM	HOLYOKE COMMUNITY COLLEGE - Abeliesance		\$2,441,979.95	Helyoke
State Facilises - DCAM	CAPITAL ASSET MANACUMENT & MAINTENANCE - Environdemo	Suptia Lieralie Conjon Terration	\$840,000.00	Lancacier
State Facilities - DCAIM	CAPITAL ASSET MANAGEMENT & MANTENANCE: LANDASTER - MANIBESING	Chapter Calleger pang	\$1,000,000,00	Cancaster
State Plesiens; - (SCAM)	DEPARTMENT OF YOUTH SERVICES Repair not LANCASTER - Athlereaunce	Polaric Not	\$18,000.00	Lancaster
State Facilities - DipAM	WORTHERN ESSEX COMMUNITY COLLEGE - LIMITODONEN ARES PENSIN SHID	Demokra dra taznat removal of tilgdet ubbut buding to prepare ole for new cultegy buding.	53,500,000,00	Latarence
Store Facilities - (DCAM)	TRIAL COURT - New Lowell Test Court	THUL COURT I have been been an experience of the court of the court of all first break that the beautiful of both departments. Building will make spear at the DA stop of the beautiful of the past above 55 000 000 of the beautiful of the beautif	\$50,000,000,00	Laws8
State Facilities - DCAM	DEPARTMENT OF YOUTH SERVICES LOWELL - Maintenance	OEPATALENT OF YOU'N SERVICES Replace you'nt lysten, replace will also	\$55,000.00	Lowell



Commonwealth of Massachusetts
Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

			Total Federal Act	
State Facilities - DGAM	MIDDLESEX COMMUNITY COLLEGE -	ANDOLEGIS COMMANTY COLLEGE (Figures security solitons and report envelope	Request (5)	Countle
	Maintenance			
State Facilities - DOAM	TRIAL COURT - LOWELL - Mantenance	Керізсь мибомі, перап вессиеў зукат	\$161,200,00	Cowell
Stele Facilities - DCAM	DIANERSTY OF MASSACHUSETTS ATLONELL - Mannerance	JAROBENTY CHELSSACKIONSTITS REPLACE NOVEMENT DATA	\$1,605,000.00	Lewell
State Facilities - DCAM	MIDDLESEX.COMMUNITY COLLEGE.	ATOCISEX CLARIBARITY COLLEGE. Compression Denry and Maker Power, externy nabing services, childruppane, bythis uppare, bythis properties of Science Bushing.	54,623,580,00	Lossell Bestford
State Factries - DCAM	SHERIFF'S DEPARTMENT HAMMOON - Energy	Energy SEPARTIENT FAMINE PAIRS of comprehensive energy preject to another replacement of RTDs at 755 Seas 51, paragods and introduce also previous deprined at the Ludion Richy.	\$500.000.00	Luddow
State Facilities - DCAM	SHERIFF S DEPARTMENT HAMPDEN Mailtenacce	PROPERTY OF A CONTROLL HANDER RECEIVED THAT THAT HAVE THE THAT HAVE A TO THIS CONCEPT OF THE THAT THE THAT THE THAT THAT THE THAT THAT	52,444,442.00	Ludfore
State Facilities - DCAM	TREAL CIXURT - Repairs and Recognisms to Lynn District Court	ferondon to tyre Dates tours appres econolists, free, builting entelige and over selected markeysman feetbe.	57,671,585,00	2980
Stare Faultons - OGAM	CAPITAL ASSET MANAGEMENT & MARTENANCE - EnviroSumo	Surpas Abreala State Holgal Dendifora	51.909,500.00	Metholy
State Packers - DCAM	DEPATMENT OF CONSERVATION AND RECREATION LLOYD POOL - Maintenance	Obspike 16-Poplace central in politicist.	\$400,000,00	faskoss
State Facilities - LICAM	DEPARTMENT OF MENTAL RETARDATION - Envirothemo	Modelen Caling Euritenmental Promediation	\$280,000,00	do(albba)
Store Facilities - Debail	SHERBY S DEPARTMENT . MODLETON - Exert Courty Maker Cupper Services Building	Consolates of samedawal techniques to the evaluey Mattern 1st and HCC to afficias overcombing and a provide 150 salitims back and convention of an energy make bridging man ESS (000 DOLD).  * A test brands whole redi.		Madelees
State Facilities - Octam	SHERKF S DEPARTMENT ESSEX - Mentenance	Chaper 18 - Repar pows	5345,000,00	Meddlessin
State Facilities - DCA34	DEPARTMENT OF YOUTH SERVICES KINNES MOUNTS MOUNT SYMME MIDDLETON - Maingeonnes	CHIDDE SEZIÉ! SPACT	512.060.00	Middleton
Brate Facilities - DCAM	OPERRY S DEPARTMENT ESSEX - Mandelands	Pitybleo meidsea, sod byking am 140AC bepatriett, repair enkeligne	57,755,400,00	Medicipation
State Facilities - DCAM	SHERFF'S DEPARTMENT BRISTOL - Repair doors Maintenseen	Rigin Gord	57,277,00	New Bedford
State Facilities - DCAM	CONTRACTOR CONNECTIONS -	erake reban spateris al RCL-blattak in order in reduce spanjy use tand ungrove the	51,000,000.50	Storfage.
State Facilities - DCAM	MASSACHUSETTS COLLEGE OF DBERAL ARTS - Electy	Pass II in comprehenve niegg propil, is notable ERIS crisicals, lighting counts and instructuration in	33,089,178.87	Month Adams
State Facilises - DCAM	Masaedusells College of Liberal Atta- Maintesquice	Absolution Calage of Labella Arts - Popula fine protection system, repair medican vidings system, repair enriships and flools. Mailleniuvo	52,465,000,00	Rordi Adams
State Faultiers - OCAA	Massachtrofts Codego of Litarat Ars Raplice seculty assism Manterasco.	Papina seculiy sakan	52,100,000,50	Morth Adams
State Facalises - DCAM	SOERRIF'S DEPAR INENT HAMPSHIRE - Maintenance	Campar 35- Repair prints	536, 520.00	Madhampton
State Facilities - DCAM	SHERIFFS DEPARTMENT HAMPSHURE - Maintenance	Repos IVAG. and terrotopa and replace had got and got and promotely focus	52,084,792.00	Naritariplon
State Facilities - DCAM	DEPARTMENT OF MENTAL RETARDATION - EminoDenia	Nasan Devekjanek Carte Deveklan	\$2,700,000.00	Palmer
State Facilizes - DOAM	BERKSHRE COMMINITY COLLEGE - Marinerance	PERVONEE COMMUNITY COLLEGE, Conjust 19-Replace silventhe are reper paking for and roads Normanica	52,466,200.00	Pittsfiold
State Facilities - CCAM	SHERRIP'S DEPARTMENT BERKSHIRE - Mannenance	Chopler 30 - Regain possing and replace cults	5284.950.00	Pststekt



2,506,000,00 2,000,000,00 500,000,000 797,550,00 weinel Mechaniste actoring 1920 creates, ENS upprates, retro-corentationary oming efficiency solets and Epilina; replacement. Scalals, Noticit., Bissol, Physiate. Bannische Coucuses (S2.855.865.80) \$109,060,00 400,000,00 745,000.00 Directioning Elegisy and states (Ebdoscy Project entering) Systems, select, resolvenion impresion, and soon thermal, Touch State tempted, and perestimal Carlot Freedings (Section). Entering Section Carlot Statement Carl and DYS on grands of Taurian State respital to applies substandard healty. New construction for 80 bear with sets the state site blackwords, regions administrative space and other support DEPARTMENT OF MENTAL HEALTH-EPARTMENT OF YOUTH SERVICES AUNTON - Maintenance TEAL ASSET WANAGEMENT & NYENAMOB - Envisoberso ARTMENT OF PUBLIC MEALTH. PARTIMENT OF PUBLIC PEALT. EPARTMENT OF PUBLIC HEALT EWKSBURY - Makinstrice ARDATION - EnvironDenn r Facilities - DCAM o Facilities - DCAM Faculties - DCAM e Faculties - DCAM e Facilities - DCAM Facilities - DOW one Facilities - Octobil to Facilities - DCAM Facilities - DCAM Facilies - DOAM Facebes - DCAIA



mrastructure Mobiliza.	astructure incollization Effort - State-Reviewed, Shovef-Ready Project List	Snover-keady Project List		
Task Force	Projectible	and description and a second s	Total Federal Act Regions (5)	Citys Town
State Facilities - DOAM	TRIAL COURT - Evergy	Chelver's bateriance misklig HV-2 centrels. Elis, swert-having coversion, upgraves, retro-centroscentry, insay efficiency palen and lajfrang replacement. Nadaseus and Esson. Contros. repeated parts if Sankship, Control Lawrenza.	87,181,096.00	Various
State Pacities - OCAM	TRIAL GOLDRY - Energy	Oberes Baneruse Islamp 400-commit, entans, EAS appales, reso-carriels sinds placers before and spinal repainment. Noveles, Bensam, Fundam, Trailles, Traille	54,962,557.00	Valous
State Pecialise - DCAM	ALL - Entray	Person State and state thermal and although its varieties for Contractive CC. States State, SCR, Physician and Westerdar County, CIVS, Biological State, and Contractive County County States STR CO.	\$25,469,509.00	Vanous
State Facilities - DCAM	ALL - Energy	martientres, 2011 Ist; payanck construction. Institutes Utilises Brosser, Breeke Courthourse, Griens Statu, DYS, 8700.	\$5,320,806.28	Vancus
State Floribins - OCAM	DEPARTMENT OF MENTAL HEALTH- Maintengage		\$446.670.00	Various
State Pacifiers - CICAM	DEPARTMENT OF YOU'N SERVICES - Mantenance	SEPPRINGED OF YOUTH REPORTS Chapter Outstand in Boulos, Lowell Chapter and Westings	\$123,020,06	Vijenus
State Packaes - DOAM	DEPARTMENT OF PUBLIC HEALTH. Maintenance	NO CA109	\$1,725,000.00	Vanous
State Facilities - Dichald	MIDDLESEX COMMUNITY COLLEGE Medianance	AGLOGISK COMBANITY COLEGIS - Chapter Of Prepar souts, paleng has mat haltneps billedome	31,559,560,00	Various
State Pacdoys - DCAM	TRIAL COURT - Maynemence		5387,488.00	Vaesous
State Facilities - DOAM	TREAL COURT - MAGNETIZATOR	(2001) grad transfer of the control	\$255,800.00	Various
State Faceties - DCPM	7904L COURT - Maintenance		516,800.00	Various
State Facilities - Dichili	DEPARTMENT OF CORRECTIONS -		\$3,618,000.00	Vannus
State Facilities - DCARG	DIVISION DE EMPLOYMENT AND TRAMING - Maintenance	Ruped fool oppile to date system, replace MMC, oppush electrical system, repair value had soon replace wishings in three first real transfer and New Bioches.	\$1,922,258.00	Yarichus
State Packtes - DCAM	DEPATMENT OF CONSERVATION AND RECHEATION - Maintenance	poates Berson, NJ, Gorgfosk, Garones and Easken	25,350,000,00	Vansus
Stale Papiliks - DCAM	DEPARTMENT OF MENTAL HEALTH Maintenance	n in Volcosser, Workson and Taarban	51,104,002,00	Varionin
State Patients - DCAM	OSPARTNENT OF YOUTH SERVICES - Martenanco	SECRETOR IN SERVICES Projects security systems in flusters and Westgero.  Necessarios	\$530,000,00	Various
State Facilities - DCAM	PRINE COURT - Maintenance	ROUGE FOR, SOCIETY SYSTEM and TYAC II Challeston and Charleston and Charleston	\$1.167.763.50	Varions
State Pacifics - DOAM	1994, COLIRT - Medenanos	1517 CAPTRO	52,023,485,00	Vanous
State Pacifiess - DCAM	Fish, Court - Mantanance		\$256,900.00	Various
State Pacifiers - DCAst	TRIAL COURT - Maintenance	T	87,150,000,00	Various
State Facilities - DCAM	DEPARTMENT OF CORPECTIONS -	Papai wate system look detectors spires, ands, the altern spires, securif sparen, sewel gleiche, and tepieco grasse tops at Biosperder, Cetas senior, Contrad, Famingham, Saidea.	\$22.949.571.38	Vangues
State Faceties - DCAM	McLitaRY Dylis(ON - Maintenance	. Bitgiewalst Curtorit, Hingians, Mabase, Madkingoup, and Milluri	9670,000.00	Various
State Facilities - COAM	DEPARTACHT OF MENTAL RETARDATION · Environmen	Waker E. Pinada Sobal Watann Candicon	\$5,810,000.00	Wallian
State Pacifies - DCAM	Mass Bay Commandy College - Moistenance	Chippe St. Pepal parts and state	\$300,000,00	Wellecky
State Facilities - DCAM	MARS BAY COMMUNITY COLLEGE -	8-bis 6-bis Colabidant's Collection force, into evenine, induces entening proteins, lappana for alterning sections.	\$1,925,000,06	Wellaskry
State Facilties - DCAM	MASS BAY COMMUNITY COLLEGE.	WASS BAY COMBASSITY COLLEGE - Proper if Compressions Energy and Water Ethicatory Project thickless, companies and project thick and the Compression of the Compressio	54,720,128,00	Wellesky seid Francesgham

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Com	ractriach
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Description   Description	B		Reguest (8) 850,000,00	Westboro
	14		-	
		DEPARTRENT OF BRITAL HALLAND AND AND THE PROBLEM OF THE PROBLEM.	94,900,009,00	Westboroog
	1	LAS SARRY IMprovations and another to service objects to service repairties.	\$5,000,000.00	Westfield
	COLLEGE.	Мон рэме ріні. Бабы герікалеті. Сыприелетун Блету илі Чаве Річуес, інгіліга унтом ғадықтията ала олтак оветот панктакса.	\$17,822,025,05	Wasfeeld
	correct.	Chippe 35- Repai (2019) and dibbile fields	96,025,000,00	Westfeld
	PUBLIC HEALTH.	Replay to the	\$75,090.00	Westfeld
	YOUTH SERVICES tenusce	DEPARTICENT OF YOUTH SERVICES Paylon security vysion and widows WESTRELD - Makenowice	3530,300.00	Westfell
		1	5450,000,00	Westfeld
	PUBLIC HEALTH.	oksoning Project Mikuteng, reforcurenzooning, lighting, weber, EMBS, solar teerina) and nechanish ingplates inches Western Macs Missified. Passitied, Hespital School.	\$4,573,012,76	Westfield. Sozioe, and
	YOUTH SERVICES Intenses	DEPATABLICO FOUTH SERVICES Repairs ascury youth and without	\$105,000.00	Westiets
Sinte Flecières - DCAM QUINCHGANAOND COMMANNITY COLLEGE: Northware Modernization tos Student Services	OMERGINATY ang Modernization	Serventes vespall space to using all historic tibils for "Coan Stap", Starkert services	\$12,000,000,00	Worcenster
	OMMISHTY	hase if of Carrycteleniskin Bissay and Filter Project, including windows spacetiments and calculational hallopsings.	\$1,530,771.00	Wardisper
	OMMUNITY	Olapaki Di Hepar paneng	\$23,670.67	Wordster
	Assacrusetts - Mandelunge	Biologica	\$800,000,00	Yearussan
SHIR FRUBINS - DCAM UNIVERSITY OF MASSACHUSETTS WEDSCAL SCHOOL - Meetensing	ASGACHUSETTS - Mankhistore	Replace tools.	58,450,000.00	Warnester
		Virabiam Siele Grisci Densition	\$3,100,000,100	Wrontham
		Chapter Shi Riphus poments 1979	\$13,565,00	Wenthan
		Rophora Hi bib., shewer njuster and sod	5414.450.00	Wichthan
State Fincidists - DCR DFG Nerwellisch Rah Tras Centribution	ž.	Pentadina i Dania ina traftan Annesti o Kushapatan haliding bala wakeling, nem sepilai arahiba and belga mel aneral report. 1845 wil constructioning 4.2 in SAFE TEALU Hydro- Prosty Feeding proceed by Ceng, John Otes an State strengts med for additional 4.2 in state on the sepilate of the strengts and the sepilate of	\$2,000,000,00	Amnerst, Ha Northampten
rate Faculties - DCR DFG Shavestreen Proet Responsive			\$2,350,000.00	Andtoster
		The Injury First improvements includes approximately 3 makes and notices pains from the confidence of Alexande Brook to Answeride Organic or Discording, Many safeguings had been approximately alexander by the time part hammangs along the highest Discording and the confidence of the part of the	88,035,000,50	Anlengton, Spreerville. Madland, Bad
Rate Fastares - DCR CIP3 Recent Four Feat Leading System Recent ruction	ideig System	Зеолюзикат of Bast loading system	\$50.000.00	Bathstable
	1		52,600,050,00	Belchestown
			92,050,000,00	Belchestown, Clinton, Wes Soybkan
State Faceloise - DOR OP G Finit Hatchery Repairs		policides impune land lask and paper repairstrement for complainers with fellental Impgi, challibos elebrity efficiency upgrates secul as arrelations and variations, lock repairmenters and producing last explaint	65.000,0028	Beichertown, Synderhand, Monthyse,

or Statuto Apor of The c. State Stationard, Standalde adv Propert List

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# Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Tesk force	Project title	Poyst Beschidor	Total Federal Act Request (3)	City Town
State Sections - DGR DFG	Boston harbs: Islands Improvement	n is to be deechef to Callogs Island	615,000,000,00	Boston
Stele Fledies - DGR DFG	Gass Recreption Pacitity	Work includes repulations of familier risk with a man representable surface desins/locate/full finds, representable of permission fercing, new gates and lighting.	\$1,750,900,00	Sostan
State Factories - DCR DFG	Challes Rives Grande Usrdings	Possive they because contents including queller starts, crossig, teaching associated postional, and the Storing Areas.	\$10,000,000,00	Sostan
State Facabes - DCR DFs	Community Boates Dack		\$4,081,140.00	Boston
State Facabas - DOR DFG	Googe's Island Visitors Certar	Pomosile Escling Yourna Strandour is state-of-the-art Ysteyn Center for George's Status, Previous Nat Zeor New Manierianze Pacifty. New Concession Busing, Bleader, and Nam Stood and Stadiockes of Historia General Important Renewaldhe Energy compresent PM Anasy will on Exercit Use by 10	54.360,000.00	Station
State Faceliers - DCR DFG	Peddocks Jahrid Insproveritents	This project consists, behalfelding of the Garachistack, Chapit, Stabel and pende ground stabel some Folt, Wash brokeds emigramental consisting the Statem and other rectanized regardes.	50,000,000,00	Boston
State faceties - DCR DFG	Pope John Paul II Park Fishing Fren	The project detection is to costouch a know there is the parent from the project of the parent is the parent from the parent f	35,000,000,00	Bassan
State Facalists - DCR DFG	Thempson Cerser (Hyde Park) Improvements	Paramilian of orligue universal access solibori (solly) to comply with squeen codes	83.000.000.00	Besten
State Facilities - DCR DFG	Proviapong Coli Course Drainage and Impation Releatistation, Course Cee.	Freduc & Sourcept on Charles Dies, Papear statesbys & entropy constructions. Proads new argainst system, with represented statements decention packs.	\$4.200,000.50	Curiton,
State Patrikes - DCR DF D	Novel Branch Hoosec Rose Con Removel	Plantov the Biogradia Dain to inguine making the 1941 lead collect clabulate aprove, including entempried species.	\$235,000.00	Clarksteing
State Factories - OCR DFG	Dune Clossings/Bazetsialks at DCR Coastal Facilities	Video Plante Crossings and classisk sectors. Improvements at DCPR to best test state (in properties), and Salabany, Vacibles	83, 560, 305, 66	Constal Facilities
State Factories - DCR OF G	Walden Pond Voalor Enhancements	now you's can't and mjamentalian of but-vaids also nationalized with will merce the making back and take system, uppale the tuding to an extremised.	\$2,160,000,00	Contoord
State Facilians - DCR DF G	Appointages sett Bay Boat Ramp Reconstruction	Planty receivable don son fluid system	8356,000,00	Daemoush
State Fandras - DOR DFG	Sasuli Harbor Bout Ramp Reconstruction	Parig 1000datalan suh ibal sytem	\$400,000,00	Desmis
State Facabase - DCR DFG	Clarks five Seate Park	Controder of a 20 SD is, it, condone sizes park word, will be the permie tacilly of its lard retires the Controder of a 10 SD is, it, condone sizes park word, will be the permie tacilly or its lard retires the Controder of a 10 SD is a control of the control of the Control of the SD is a control of the Co	\$1,855,000,00	East Cambridge
Pare Faciones - DCR DFG	Tareston Hover Bases, Fall River, Boat Remb Reconstruction and Hoats	Ramp vieoristoriation with that system	\$425,000.00	Fall River
State Factories - DOR DPS	North Nashua Rivor Revisitzation	The is a plat postrean restreation elect to improve solutes, neel shreader and stability in this blood primit inno reactiness dynamical Pilotibusy.	250 500 00	Fitchburg
State Facilities - DCR DPG	Anniquam River Fintil Stalian Removalians		\$210,000.00	Gloucester
State Facenes - DCR DFG	Latte Priver Hackat Improvements	Perinoval and supplement of an antique concepts Colorant and secondly beginned policy Solgan Regions with a relaxable severational.	8246,000,00	Okucester
State Facables - DOR UPG	Green Rivel Resbration	The revention examples the removable file two fellows demandream darts at the Green Prince of Cheritada, MA, and providing that passage at the two optioners damands the revention of the construction of the	5715,000,00	Steamfield
Stato Facilities - DCR DFS	Mergessell Pend Ball Rang Recensbricker	Piscularinetion is exclud, raider, palarit loui sydeni	5490,000,60	Habba
State Pacifies - DCR DFG	Saquatuckel Mettor Boat Ramp Reconstruction	Plazadinára di Baling bat talip	5206,000,00	Haresch
State Facation - DCR DFG	Hugham Hudon Float System and Boat Ramp Repolit	ingkan Habu Pisal Systen and Boaldhar abanday livat system and ramp repairs	\$ 160,060,00	Hingham
State Fagilies - DCR OFG	Mil. Tom Road and Summil Rehabilitation	Payed caraids of reconstruction of oncurs, t mile manifum roust including rectatured expressioners at the sammer.	\$2,500,000,00	Notyoke
State Facilities - DCR DFIS	Jostos River Restarations	The propertion termoning a charge and recibing problems to a reach of the James River.	\$175,000.00	Kisgiston
State Facilities - DOR DPG	Lasrence Responsible	Challete of 3 Intervenenth challetes but laking the Martinistics Rose. Physical sursests is territorinesial responsibilities, over late following the Martinistics. The second points, and utilities the second points are second of \$2,000,000 and other states at Learnington.	\$2,959,560.00	Lawtence
State Facilities - DCR DPG	State Lobater Hatchery Repairs	a.) Projeco 20 year old progene fined bower with sears efficient models, b.) Profesor detectionship felf collectors supporting securit floor of building, c.) Install solar powered distinction and value hearer (\$35,000,00)	\$25,000,00	Martha's Vineyard

on - State-Rossy Aced, Snowl-Sharpy Project List



# Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Poces	Projectifile	Project alexaniphien	Total Federal Act	City Tever
State Facilities - DCR DFG	Mediord Conton Theatre & Park	The Caty of Alacidacia sas gual forto a place to explace the Constan Steat Treater (a CGR property under a kease agreement with the caty), parkers, concession ayeas and evalora in the	5801,919,00	Mediord
	Resubilitation	2068.		
State Phontas - DCR OFG	Rink Mantenarce, Rehabitization, and respreventents	Expension of externs program of improvements to the 10 existing DDR rink backless charactery of resultableation, new books, scaledy glass, scaledyings, intend lagrantes, repairs to evening public species (bather) stands, businessings and sentences of the contraction and account of the contraction of the contraction and testing country.		Metrapolitan Boston
State Feodilles - DGR DFG	Resont Reystone Arch Bridges	Programment Tribuse Assisted And Bregas, Lender or Madderfold, Christor and Esciet The societies, Neil in the 1800s, speritive Vestidod River, designated a Haboral Half and Scrope Free: They are bestins trans our microbies ball for sering use in the Usidel Starts, and Rey are recognised by Preservation Rossoziusekin as one of the Tee Most Entengene facilities and account and Commentation and Comment and Rey Comment and Rey and Rey Comment and Starts and Scrope Assistance Institute and Comment and Comment and Comment and Comment and Rey Comment and Comm	51,730,593,60	Modificials, Chester, Beckel
State Pacifies - DCR DFG	Wonster Consolidated Street Railway (Mass Electro) Dam Removal	The project will estate a react of the Blackston Even regulately impacted by the taking Warraside Consolidated Street Rations Com.	83,172,690.90	Melbucy
State Facilities - DOR DFG	Houghton's Pond Pacility Retrabibliation	This polyect is the restablishoot of this important unban tackey extablego the reconstitution of the bashouses at the leaderly used utilian swellment trucks, repar of halfacts and custakess and residences and residen	\$2,700,900.00	Masn
State Facilities - OCR DFG	Trakedo Museum Rehabikation	Pensidenin of Traines Mostan tailing and related apparatures obligating periorig for represense, ADA uccess, protestion safety, and correcting drainings problems. Proyect data micknost post drainings.	22,000,000,00	Silitan
State Facilisis - DCR Dirig	Neponsel River Esplanade Construction	The project will produce access to the Neparate Rode, a potentiative may take injurienting to the extiring Reported Rower (Tab and policy Language) in the Experiment Rode of the Treatment of the Market South and South and South	\$2,000,000.60	Allton, Buston
Grate Facilities - DCR DFG	Nepanski Rivor Restouten	The power teaches tot acuse potabl removal of habiget status (Teacon & Hobregovan) and Baker Dans) to excurrenciate the passage and excussive neteriorism of PCB confaminated spottments.	\$8.072,473.00	Millani Bostori
State Facatoss - DOR DFG	Abinstonel Building Ramanal	Receive 35 Janvagend Leakert Virolenes on visions DPV properties assumed the Commissional Sorte of these buildings may contain nazaration, marketing such as absenting. Exp. (31, 36), (30), (3) and the second open sings on GPV properties.	\$1,500,000.00	Malph
State Facilities - DOIR DFG	Schooner Errestina Improventens	Peedadoo o National basina Cardinas Sunopue ne oppopule peeseroden model. Vool sovier of employment, learlan actinases and Massal Resource interdioring patient to sudden's aid the control of the contro	62,750,300,16	New Bedisod
State Facebbes - DCR DFG	East & Yeast Readings French Blyd, Mays Sedford, Boar Bango Reconstruction		\$500,000.00	New Bedford
State Facilities - DCR DFB	Sine Birth Clepundation Plans Regality	s) Employe may lead including superior for publication mates, 6.1 studied from editor and between 6.2 yearded to date publication in the studied superior of public and public superior of public superior	\$335,090,00	Newboryport
State Facilities - DCR, DF B	Poincourc Lake Boat Parig Receptionson	Республикае и вер ил Выс однет	00.000,000.00	Pressedo
State Faushles - DCR DFG	Arib Sizees Dam Removal	Perminent et a 20 feige dem auf remaktion et 20,000 pais; spics et canadabalist sehnen II introne echtopoli Coeficianis and tendatza un ubiliarcenen intigraphicoli.	5905.000.00	Prisfeld
State Facilities - DCA DFG	Instabligacige difabrage systems	Mortili garago dimilajo, systems repolates by badelany peumili tor resc garages, in Viersenn and Vielley Gordels.	580.009.00	Präsfeld. Belchedgwn
State Federales - DCR DPG	Ont Highway Vehroles (OHV) Traile Restablishon	The artifies arbitect the relations of more than Strates of ellipsing recise table a three state diverse. Placebild, Burdinan and Freezona	53, 0010, 000, 00 51, 0010, 000, 00	Patistett Freidnes, Graat Bartingson
State Pacifies - DCR OFG	Sel Rive Headwatters Restagation	Preset was consent and present designers to sept in a western and colorinal script states because the another contraction, caloring while for the states with central present and territorial sensitive problems and contraction of the states while central and territorial sensitive to this package and any a principle along a principle and any	61:00:000:00	Pişaloutlı
Store Facilises - DCR DFG	From Brook Dan Rensouls and Stream Daylgating	Tra recondici incrites resinal il ten came (CII Edispin Stred Clain and the Physics of Danies to the Pool Danie and April glassy a portion of the tones.	860,509.00	Plystoath
Stute Facilities - DOR OFG	Oz Paskura Brack Lower Dam Removal	CAP Propriet Book Love Claim Personal Trap project instances the rectived of a 6 consisted and allows dates shall have date shall have date shall be instanced by the project and instance has the shall be made by the project instance and and the project instances and an arrangement of the project instances and an arrangement of the project instances and arrangement of the project instances and arrangement of the project instances and arrangement of the project instances are also as a project instances and arrangement of the project instances are also as a project instances and arrangement of the project instances are a project instances and are a project instances are a project instances and are a project instances are a project instances and are a project instances are a project instances and are a project instances are a project instances and are a project instances are a project instances and are a project instances	875,000.00	Republicy
State Facilities - DCR DFG		Propagation of tary and bounding thats	00.000,0008	Salem
State Pacifiles - DOR DFG	2	DAT chastal friedfins requiring Beycan individement. This project half provade for much second by all and postals innominational so DCB properties. This renorations not secondary to the high fried in the containment of the project years and a secondary to the project beauty to go at Salikusy. Plum hand and after the containment and project years and the reduction of the project years for the project years of the project beauty of the pr	\$1,550,500,06	Salebeury, Igneral Falchaves
State Facilities - DOR OFG	Werheads	Poses 1, sovergio amen 2018 inclusion of 4 pains a ecosy seast, installation of hat hippage, Temporary Indiany stabilization response which invested 80 balliony). Succeeding all resources and the contract of the contract o	\$1,546,509.00	SandisSet6
State Facilities - DCR OFG	Sakuste Harbor Beat Ramp Reconstruction	Processoration of enablent army agreem	99,950,0058	Schutte
State Peoplius - DOR OFG	Sauthgast MA Forest Fuels Regiodian	Modelarically relaver the sea scrab-point pine ecopyonen and used regals volking had beeings on SL bassachuseds and Shapes	\$1,250,000,00	Scutterest &A.A.

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Task Force	Projectifile	Proper description	Forei Federal Act Fequest (3)	Catyl Trans
State Facilities - DCR OFG	Eloundary Surveys at Facilities	Perform bosonisk bosonisky sannyp om DCR potyportes to repoktiv and provent disputes, trospass, and encluded month.	\$2,000,000,09	Statewate
State Finalities - DCR DFG	Carapground Medaniczeon	Expert Verigi, Caleich projents et CAT Camparada, and rigatoleg Ne skale repailence Brough ingrades and basines. (1) Sant proposed Chain Program 31 Toglesel State Feesel; (2) Event Chain and send Ry program, (3) Toglese Becede at Scatter of Scatter, I of Scatter o	52,000,000,00	Statewide
State Factions - DCR OFG	Coastal Infrastructure (OCR)	The project feature the design unver, preceding and composition of capital studying from the project features. These, reventments and polys influences all to AAB and ADA confidences and not to the AAB and ADA confidences and not to the AAB and ADA confidences. The AAB and ADA confidences and not to the AAB and AAB	\$36.525,000.00	Stasswide
State Facelles - DCR DFG	Confort Seation Rehabeltakkin	Per buding in Rhes Standa Still Fores, Stan Hil. Torse Deach, Standard Beach, Heaginers Pron. Head Parker SF. Succion Beach SF. Incl middlesons at several clear printly because	\$15.000,000.00	Statemate
State Facilies - DOR OFG	Curementations Center	Physical Makter Carbailler	\$200,000,00	Statewide
Stack Faceflass - DOR DFG	Darn Removal and Rehabshusson Program	Pepain it Bennett Pool Dan, Montery NA, Pepain it Danie Pool Dan, Gasten MA, Papain of Sone Hill Pool Dan, Woorleysen MA, Pepain of Level Land Land Land Com, Workel MA, Repair of John Land Land Land Repair of Land Repair of Land Repair MA, Land Repair of Land Repair of Land Land Land Land Land Land Land Land	54,000,000.00	Statewide
Stee Facilities - DOR DFG	Dain, Memerance and Operation Pt. 549 Flood Ceistol	Chlebyd Martenarcu atradisk kysti ard reido of PLAM Flord Collish Stats	51.020.000.80	Statewide
State Faciliars - DCR DFG	Sedemed Marries and	Addressed projects cellula Platiding, Reading, Walle, and Electrical annial programs relations phanesman of plants that report of Verepance, Balancias, Calciura, Platidist.	\$15,000,000,00	Statewate
State Facilities - ISSR DFS	Environmental Red reducins	This project intoles and altabasises of adeatos, lead, justic sent some baseabuse materials from ECR properties in complement was seal sobreid regulations.	\$5,900,000,00	Statewellt
Siete Facilities - DOA OFG	Equipment, DCR	Out task of those will blow pippment to store and his operations as well as paik and investing histogeneric spending operations and operations.	\$10,306,000,00	Statewater
State Facilities - DOR DFG	afieutis Agres	Cognisher organism is trapic DCR trabilities including enteriors, indespetation, directional, and indespetational region when in consistent content and appearance.	\$800,080.90	Statewide
State Fucilities - DCR DFG	Percent as Pack Familias	This project is the repairment, repair or prinsibilities or it existing gains and positional of Plan Foodilities throughout the Commemorality.	\$2,200,000,00	Statewade
State Facilities - DCR DFG	Field Office Rehaphlation	lemproments to Standard CEF (not others of the Busiley Polanes, California, Review Grant, Presides, Million, and Naziones Brach.	\$2,950,095,66	Statewide
State Paussies - DOR DPG	Heritage State Park Rehabitudion	Inspirement is exemp hallow in type. Fall River, Holpita, Lamenter, Robany and Lovel cabbang of stadound repairs park, walls, Bostony, systems glanting, HVKS), and exalizes.	53,600,000.50	States wide
State freathers - DGR DFG	Mather Data and Meruhests in Active Use	The species for term are contrained to special actives contractions for tender actives for tender and tender a	96,000,000,00	Statewate
State Facilities - DOR OFIG	Lakes and Ponds Program	& nutrient managerount and public	83,000,000,00	Statewate
State Facebook - DGR DFG	Mantonance Garage Curelistica	Consovers of general by pulse selecy forces finishing engineers strongs; and park operations and project and mantain felde's equipment and supplier.	\$4,800,000.00	Statewise
State Facilities - GCR Dr G	Playground improvements	Popeking, introduction of and contribution of deve playpoints in the DCR guits system.	83,000,000,00	Statewide
State Facelies - DCR DFG	Post Mantenance, Resabilitarior, and Improvements		91,940,000,00	Statewedo
State Facilies - DGR DFG	Seanel Rehabitishon Program (DCR)	The suppose is the forms, replacement or recommendent freewalls, controvers and halfnesh and assessed agreement or accessingly in coastal Manachandels. Locations include that we define the first behavior of the feet Plonein is Famewood, Helding State Plack in Lym. Programs Place Place That State Place Pla	\$36,000,000,00	Statements
State Pacifiles - DOR DPG	Sestunity Equipment and Implovements	Ties project will powdate aud institut accept repoprees at ICPA date. This employment will be manufaced by ICPA Radigns within Masser Contraders boated to	\$1,500.005.00	Statevide
State Facilities - DOR OFS	Storm Waser Services	This project is the Useaking, regar and rejectionals of drants, before the basins and other smillers about carry standards and DCR grappings. This is a local distinguish program	\$1,500,000.00	Statewide
State Factories - DCR DFG	Tolecommissions	GCRS 80that resecutementalists system had been a use the most from 19 years and the staff equations is on most of suppare and replacement, in addition, use of the system that the security of the little of the system of the sys	\$2,566,056.06	Száravde



Task Force	Projectible	Propertion of the Control of the Con	Fotal Federal Act Request (5)	City Town
State Facilities - DCR SFS	Tenns and Baskethal Court Rehaldketum	This regal of reconstruction of DCR treatested, Techs and other courts. These organism recreation treatester are focused trengthan this Ution Park System and in State Person	91,600,000.00	Statewale
State Factories - DOR DFG	Unpaved Traits RehardMeticon	dedis that eve publicly sale and revivormentally sound	\$3,000,000,00	Statewale
State Facilities - DCR DFG	Vegetation Management - Arbestordens Work	Vinguismon Neuroperions – Archarde Languismon Controllor by restricting Structures (Vinguismon Vinguismon Ving	54,606,000.00	Sistemida
State Facilities - DCR DFD	Massasoit State Park Electrical Upgrade	у поред соского из перепетация от перативираются по тоденизо, та мажну сапрачия мед мед колок се векет котко серие, туртненный од акто степур, Тывагау примя вил посмания туртненных.	51,000,000,00	fautköt
State Pacifilies - DCR DFG	M68 River Dars Removals	The project involves recounty free class and providing find parkings on a houth, to retines an entro sub-worstwith their time was and Science Taymon Phiets.	\$2,199,000.50	Fauntan
State Packles - DCR DFG	Trustsurd Acre Brook Dain Removal	Removal el dun so inglave for passaga and delinguist galde, safety fazinel.	\$128.000.00	Town of Attick
Spain Facilities - DOR OFG	Thursdor Strott Darn Removal	Personal of dam and replacement of software to support fain passage and determine public safety hazed.	\$112,000.00	Fown of Chesture
State Facktes - DCR DFS	Cursiegham Pard Dem Remeral	Tournout of start to strip ow 150 passware and elements public sales for their	3167,620.00	Form of Hubbarchton
State Facilities - DCR DPG	Parist River Parking Lot Recomstruction	25% of reconstructors of through policity and	\$100,000,00	frare
State Packés - DCR CFS	formstal Kisst Float Loading System Reconstruction	Propositivation of Ball Ballahaj sylleins	\$20,000.53	Wuretam
State Facilities - DCR DFG	Parkety let repairs at OPW District Ottoes	Riopan parkay bis suit Dhink delices	\$135,500.00	SVesi Boylston. Belstrerfown.
State Facalnes - DCR DFG	Museboro Field HQ New Ottos Sudeing	dischool Pilat HG Nen Olico Blading Construct revi. Into the Giggs pertuibling black to GPM statisticals	205,000,000,002	Weathern
State Facultars - OCH DFG	IT trailer at DFW HQ	No. All India control states for 17 seet finishing GIS, and equipment.	\$150,000,00	Westboto
State Factories - DOR DFS	Columbia Gerenzary Bare Trail	Coveringtowns of the Westheld socious is the MA Central Plass Trast. Downgin O WAS completed and COSM with word competenting with this Cest of Mechanism of this important section of the MA Central Real Trast.	55,000,000,00	Westfield
State Facilities - (JCR OFG	Westport Protr Fleat Leading System Recoestruction	Recorded for if that looking system	560,560,00	Westpart
State Faviliess - DOR DPG	Weymsauth Back Rives Fred Constitution	Томабригат об рабожар, ратилау кратор, boardwalks, and fountment vivolotism шири Revals 3A	38,151,000,00	Meyosotin and Hoghtam
State Fauthes - DCR DFG	Citer Ruser Waser Live	Replacement of nutsing Additional Project & Dol-redy and by periodot.	\$1,200,009.00	Windlendon
State Pacities - DOR DFG	Werthop Harber Boas Runzp Reconstruction	Rabay isosopriugua sad sav per end bad by ten	8669,800,00	Wiethrop
State Fecalists - DCR OFta	Bass River & Highberk Road, Yernsouth Boat Ramp and Fisting Per		\$650,600,00	Yassaulb
State Facatios - DCR DFG	Des Storm Debns Removal and Rentoration of UDAy Service	Total selectrology (2009 for Steam standards in the cubits interpreted in the process been consistent and control for the selection of the sel	55,000,000,00	
State Fashues - (24CD	Altrigion 557-1 Roof	Picpator kodkup and guater, ok communaly kishni Lizoda Bisvakaladi - dippositately 901 kapalir kel	537.895.00	Abeeytons
State Facilities - 124CO	Abrigson Other	Life Goldery	\$115,000.00	Abiegran
State Pacifiles (DRCD)	Acton 889 Elect House Consord Road Other	Neconstruct 126 tenes but at 26 hight took relatings was slong ultraversy	37,425.00	Actor
State Facilities - DPCD	Acton 687-2 hipCardity Village HVAC	ALGENZ SOT TOTAN S DARG STAMPIN NO.	\$29,253.15	Acton
State Facalages - DMCD	Acton 567-1 Verdsor Green HVAC	Rophez and tensore (2 He) Value Harter, including planting and fluctural book	\$31,198.00	Acton
State Facilities - DNCD	Actun Roof	Repairs 25, FD squise that of asympte charter at Teachings, 25 poststanding, 85 unds. Name of the Buildings liave conference roof lines, multiple dominers.	\$270,000,00	Action

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Task Forte	Project felle	Physical feacingfolds	Total Pedeval Act City Town	City: Town
Store Facilities -DHCD	Actor 559- Other	Veating titlate	\$6,500.00	Action
State Facilities -OreCD	Acton 795-1 Other	VBARIO 15[18]	\$14,400,00	Action
State Pacitions -DHCD	Action 687/2 Other	Vacancy (ethic)	\$21,689.00	Action
State Faciktes -DHCD	Acton 667-1 Cried	VECTORY TO THE STATE OF THE STA	\$280,000.00	Action
State Fathers - DISCD	Acison Sidg Este	SMG. Det. Septimental	\$176,800,00	Acton
State Facilities - 2HCD	Action: Other Sustamathicy	Wake Conservation - No Store Gold & Store Fred autobasym	\$3,000.00	Acton
State Facilities - DHCD	Atten 667-2 Cither/ Sussainabaty	SONE Part Institute Cart Cartes Carte	-	Actum
State Facilities -DHCD	Acushael Other	1. O STATE OF THE PARTY OF THE	\$76,000.00	Acustical
State Facilità -OHCO	Acustinet Other Sustainablity	Waler Chorecoster - Upr Bre (olde & 5 shower head installation)	\$30,000,00	Acuston
State Facalies -DHCD	Adams 705-1 Other		\$15,000,00	Accents
State Facilities -DMCC	Adalos 705-1 Other	Victoria prima del constitución de la constitución	\$16,000,00	Automo
State Fashies - OYCD	Adams 705-1 Other		\$3,560.00	Adens
State Fedines -DetCO	Adams Plantenty	(SMS AERF: 1921 WART TAS REPORTED (I)	\$20,400.00	Adems
State Fazelines - DHCQ	Адзивіп Сківг	[378, 207, 508) VIII/S	3576,391,75	Agawam
State Facilities -09400	Адвинт Raol	[835] Rickey (2) 1974, 1954	5423,347.00	Адамайт
State Facilises -OrtCD	Адамат Вад Елу		\$300,780.00	Agaware
State Factifies - DHCD	Agawars 0	EAS. GOSTON: UP ARTY. CRICO.	\$105,000,00	Aynwarn
State Facilities - DivICD	Agassan Orber Sussaidabiliy	- En fine topic & name of constitution:	\$25,006,90	Ageesm
State Facables - DHCD	Amestiony Sits Conditions	90000000000000000000000000000000000000	527,000,00	Arrestbary
State Fucitios - OFCD	Amistary Other	$W_{ij} = W_{ij}$	92.82.900.80	Antentrony
State Packles - DHCD	Amezoury Other Sustangbility	VORTO PER	\$30,000.00	Amathany
State Facilities - DMCD	Amssbury 667-4 Orisof Saskiniability	American (ELA Ches Carleigh); Sulf Fact (ACHES) Carleigh); Sulf Fact (ACHE		Amesbury
State Facilities - DHCD	Ambierst 645+2 HVA.C	(§ Pocaled or one take	\$19,305.00	Amhierst
State Facilities - CHCD	Acmens 705-1 HVAC	Leed Ediler in 8 cyclining 5/10 day 8/10 and 8/10 day 8/1	\$205,769,70	Amberst
State Facilities - DHGD	Aminers, 705-3 Other		\$10,000,00	Autheral
State Pacifices - DHCD	Amhurst 705–1 Other		\$11,000.00	Ambuggat
State Fackbas -OHCD	Artherst 705-5 Cyler	1/1	\$53,500.00	Almhersi
State Facebas -DHCD	Amherst Recof		\$753,494,00	Antherst
Steto Facilities -OHC®	Amilierbi Othod Sustamatokky	Minc Constraints - Britain Bala Salva Bala Bala Bala Bala Bala Bala Bala	99'000'088	Amhinst

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Task Force	Project title	Project etecnoption	Total Federal Act Request (5)	City/ Town
State Facilities -DMCD	Amirest 947-2 Other Sustainability	Solar Panel Indication - Charlotole site		Antrecs
State Pacifires - DHCD	Andover 667:1 + 657.2 Site Candillons	Androw GBT 1 + 467-2 Side Candidinar, Requisionment of recoupts than indepts on 5167-1, and 2 697-2 best-Appropriately 2199 than it is released, \$120 per track had.	\$354,790.00	Andover
State Facilities -DHCD	Anderer Stag Elev	SIGN. 167.13 SOLFERIOR GOALS SIII WARRING STATES SIII WARRING STAT	\$275,000.00	Andover
State Fedires - Bridge	Andover Other	EMC. 200 i Nobel capaciti My	39-4-450.05	Audover
Stute Facilities -DNCO	Andower HVAC	ENAME: Bill Representation of the control of the co	349,284,00	Andlover
State Pacifices -DPCD	Audover Roof	EMS: Por Reported	361.255.00	Auditwer
State Facilities - OHCD	Andover Other Spatsenability	Wide Charledian - for Ear Old E. Strong new management of the control of the cont	\$30,050,00	Andoner
State Facilities - OHCD	Alfrigion K&B	98 Xicher & Bally 20ng V Mein Xicher & Bally 20n	556,000,00	Arlangkon
State Facilities - CP-200	Artrigition Silly Conditions		5176,000,00	Ailington
State Facilities - DHCD	Albigton Otter	1. In Sulfy y	\$16,000,00	Antengton
State Facilities - 2H-CD	Adrigion Other Sustainability	Walst Constraints tow the total & those that is a those that is the constraint to the total terms of the constraint to the constraint t	\$40,000,00	Aquigton
State Pizotetes -DHCD	Adeigion 206-1 Otheri Sustandaley	SOGE PROF. ISSUED - CASE LIKE SO		Artragion
Stare Pacifiles - DMCD	Author Blackson	ELIGI. Report Fig. Aspin System	8553,453,50	Ashland
State Figuillies - DHCD	kashland Other	(2) 2) 1/3 (2)	\$50.000,00	Ashlend
State Feribies - DMCD	Amol 705-1 Real	Poplane 28 St. of stappal rad on our SPP W. St. publicly	\$30.519.00	ABrol
State Facilius - DHCD	Agrat 867-1 Roaf	Replice 25 % of alepsa real on our libration Melaboric proporty	\$217,587.50	Attol
State Facilities -DHCD	Albal Bizig Env	EME Alia 607-1 Markin Machine Management Company (Annie) Machine Management Company (Annie) Machine Management Company (Annie) Ma	\$1,545,321,95	Ashol
Staze Facilities - (PMGI)	Abol Essencial	13. 20-ming CAR the control of the c	\$6.55,866.06	Afroi
State Flacities, «DisCD	Altica Cifier		\$109,000,50	Amal
Stato Facilities - Ciricolo	Articl Other Busternability	Phone Conservation - Bor Band object is shown that naturalism	\$35,600,00	Amol
State Pacifities - DHCD	Athleboro K&B	95 p.M.d. 18.b. 56.1.; 3, 200.1	\$200,000,00	Attebora
State Padilifies - OHCD	Americano K. & B	18 билт. Миске ил Вал ијатов 🧗 10.1.1	\$1,186,504,18	Assessoro
State Facilities - DMCD	Attibutes SAH Constrains	Ph. 2 She Ingrite and Nort Constitution (20): 1	26.000,000,00	Ametero
State Facinios «DeCD	Athebara Other	EAST. ST PROPERTY - VENT OFFICE	\$56,603.95	Azleberg
State Facilities - SACD	Alfebora Citrar	Life Solety	\$450,000,00	Amebara
State Facilities - OHCD	Aubare Other	1. SASA	\$400,000,00	Astourn
Stone Facilises JDHUSS	Avert Other Supraisability	VILLAN CANANYARIN - AM Non Colici & Shirm Paris installation	530,000,00	Aver
State Facilities - DHCD	Ayer 70% Roof	Rights to a striges a lisphoss	\$70,955,00	Ayer
State Feditios - DHCQ	Ayer 705 Blog Env	Register 17 positives sinders	\$115,425.00	Ayer



Task Force	Project Site	Physical description	Total Federal Act Reguest (8)	Caty Team
State Facilities - DHCD	Ayer Other	(LP SARK)	\$173,000.00	Ayer
State Facilities - DHCD	Ayer Other Sustaining	Waler Сигелиция - Эку Вун (1981 S. Sinonel Yead study) жана	830,000,00	Ayer
State Facilities - DHCD	Burnstable 705 / 55 Hartgot Ave. Merstens Mills Royl	1854 ZZIJSK PINSK PROFI ROVIN POTONINA († SQ	\$4.725.00	Bamstakle
State Facilities - DHCD	Banstable 765 311 Bearses May Fryston Roof	form Applied chiefe molteg partied Agro. 19	16,750,00	Barnstable
State Farantes - DNCD	Barestable 795/ 20 Gregorie Cir Centerville MVAC	PATTAL BAILS FOR THE PATTAL BA	\$8,775.00	Sumstable
State Facilities - DHCD	Barratable 705/47 Walley Rt. Hyennis Scarerage	Sanzando (15) 47 Willey Pat. Hydrin Sayba system has been despisated in Salare, Usen 1819 5 system implied Secretarys	\$9,450,00	Bismstatde
State Facaties - DHOD	Baussable 58978 Pleasant Sthyanos Other	New Noting in Xentrality Without aird and 8 bedugins	\$10,800,00	Santotable Santotable
Ston Facables - DHCS	Gamstable 689/ 154 Race I, ass Marson 698s Semerage	Standards (1987-154 Pater ), she Marton Super, spelent has been distance in titlere. Very 78th 2 system requests SABIS Severage	\$12,150.00	Bornstäble
State Facilities - DHCD	Barrarathi (65 72 Chestinal St. Hyannia Blag Shv	Prev starg replaint. Curketh wood singer, bit would preint to lession with this	\$12.825.00	Barrotable
State Facilities - OPICO	Bernstatte 697-252-34 Sex 3! Exityantes Electrical	Naw makas kat detata belegar terbe tuakings contains 12 unis	\$25,000,00	Samstable
Slinke Facilities - DHCD	Bernsatile 28 double salel extende aborts are in need of replacement due to	12	\$27,000.08	Garristable
State Facilities - DHCD	Banktalife 705 163 Sespinok Rd. Hydeuws K. & B	Complete state calls to initiate 1 (12 Moths, of hew doors, forcing and retaining of several walls	550,752,99	Barretable
State Pacifiles - OHCD	Barnsteible 167-262-14. Sea 3t Extryperits 54e Conditions	FOZING POLICE (OPAN)	569.750.00	Ваккиаре
State Facilities - DHCD	Barnstable 6s7-212-54 Sea St Exthyannes Site Conditions	Probaby was branchin friend as in deal of registration, it is now constrained to the librate and study risk.	\$121,560.60	Barrotatae
Sale Facilities - DriVOD	Bamstable 705 Center	Value (1) (1) (1) (1) (1) (2) (2) (1) (1) (2) (2) (3) (2) (3) (4) (4) (2) (4) (4) (4) (4) (4) (4) (4) (4) (4) (4	\$3,500.00	Barczfabbs
State Footbes - DHOD	BarnsJable 705 Other	VIOLEGY TO NO.	25,000,00	Samstable
State Pacifiles - CHCD	Bannstable 795 Other	Victoria (IGS).	\$5,000.00	Bamsiatke
State Faughes -CHCC)	Sansteble 859 Cirker	VEATORY 1972 III	89,655,00	Barrylable
State Fashies - SHGD	Barnstatte 705 Ciber	TOPOLOTY (RAD)	\$9.500.00	Banctable
State Facilities - DMGD	Surnitable 705 Other	VORTIGE (ESE)	\$46,009.09	Barestable
State Paciting AHCD	Barnstahle Other		\$78,000,00	Senstable
Stere Fastroys - GHCC	Jaro Big Etv	EAST, WHISTORY	\$125,766.20	Barre
State Pacifices -DMCD	Bare Other		\$12,500.00	Sarre
State Facables - DVCO	Bedfold Ditter	ENG. (01) III PROTECTION CONTRACTOR (CONTRACTOR CONTRACTOR CONTRAC	\$59,800.00	Bedford
State Facebook - DHCD	Bedisid Other Sustainabley	West Conspirator - for for take & Dever that includates	\$24,909.00	Bedlost
State Facilities, OHCD	Selctiotown 667-1, 705-1 Other	(Extens what mat price her est missionere on an Exhibitioners shop cannot be seen and price on the seen and price of the seen and th	\$6,750.00	Beichenterm
Slate Facilities -OHCD	Betherlown Ottes		\$90,000,000	Belchedyan
State Facilities - DHCG	Sedingnam Other	1. 19. Sid Style	\$170,000.90	Bellinghann
State Facilities - DHCD	Selfregham Cotter Sussignability	Water Cettervaltes - In the tolk & Shower New Water	\$30,000,000	Belinghan
State Facilities -DHCD	Serishes County Regional Roof	EMS. Flois & salested widow replacement.	\$212,318,00	Berkshee
State Facilities - DHCD	Sekshora County Regional Biog 2-rv EMS: Unit Water folfstation Repairs		556,750.00	Berkshire

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muo:	Witness Land
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	- Contract

TeskFare	Propertitie	NOPAC descretation	Total Federal Act	Pipe Town
State Facilities - DRCD	Berkshire County Otto// Sustainability	Wakie Congernation - two Con Initial & sharem nead smalletons	\$19.502.02	888 A
State Facilities - Directo	Beverify HVAC		\$20,000,00	Severly
State Facilises - DHCD	Bewerly Roof	(100 to 6)	\$25.000.00	Severly
State Facilities - DHSD	Benesty Catas	Office and Community Rubbi Actes billing	\$513,350,40	Bowelly
State Facilities -QHCD	Bevauly Other Sustainability	Whiter Dockstroken - Dw Row Labor & silver in Pade Hospitaloges	570,000,00	Bowelly
State Facilities -SHCD	Edledon Other	YOU CHR C, 883 all 3	\$1,218,466,86	Bdio(ca
State Paulities -OHCD	Editorical Other	1900 School Scho	\$500,000,00	Bisasca
State Facilities - OreClD	Billerica Other		\$68,500,00	Billionera
State Pacaties - CHCD	Silkence 867.1 Offer Sustabatelby	Soly Position - Condition of Co		Bilbrica
State Fapilities - DMCD	Blackstone Other/Saklanalstey		\$29.000.00	Blackstony
State Excluses -DHCD	Buston Canden Blay Env		\$30,375.60	Boston
State Pacititis - DHCD	Buston Frankin Eldock éldig Env	rants; med bulbing strektips tignels.	\$135,080,69	Boston
State Facilities -DHCD	Souton Franktin Family Blirg Env		5135,000.00	Boston
State Pacitiess - 2HCD	Boxton Callivan Bidg Erry		\$114,750.00	Boston
State facilises - DHCD	Boston West Broschwity Blug Env		\$135,000,00	Buston
Statis: Pleoskips - CHCCD	Boston Ottant Pils Electrical	sydem (if ske is not indepetition).	\$472,590,00	Boston
State Facilities - DMCD	Seatur Archidale HVAC		\$87.750.00	Bustan
State Fleckties - DMCD	ductor Archaule HVAC	These (3) new bolies and grantal loads room specials. Such as distanced and new hydring.	\$337,500.00	Boston
State Facilities - DHCD	Buston Accistate HVAC	Replacement of two (2), responsive and spoilines used for housing and condensatural finals said 596 (restination).	\$573,750.90	Beston
Store Facilities - DelCD	Boston Fairmsount AVAC	szocialad érgoraketejnis.	860,750,00	Sporters
State Pacifies -DHCD	Soston Galinan HEAC		\$114,750.00	Bester
State Pacifices - DHCD	Batton West Bloadway HVAC	DAN DARKS, CHAV KOK FITZ-NERIORIS, and DEVELS DOSIT LOST UPGASED.	\$137,506.50	Seyfuit
State Facilities -QHCD	Boston Viest Brosdway 19VAC	Upgradit to ad healing sorks in each apartment. Requires incored to DHXID's Florida Diselect programs.	51,012,500.00	Baston
State Facilities - OHCO	Boston Prankan Etterly K & S	- USBS SRI OFOLGS (CARTIFICATION LIES).	\$2.70,000.00	Backan
State Facilities - CIVCD	Boston Frankin Flensky K. & B		\$405,500,00	Bessen
State Facilities - DHCD	Boston West Broodway K.& S	NEW SIGHING BY AND GISL AND GISLARY SIGHER.	\$101,259,00	Boston
State Pacifiles - (84CD	Sorsion West Breadway K & B		\$1,053,550,55	Beskan
State Fandees - OHLD			\$114,750,00	Boston
State Feedelas - OriCD	ş	ed Bolo toon spyrites. Evilario saking generalor.	\$121,500,00	Boston
State Facilities - DHCD	Boston West Broadway Roof	AND THE PROPERTY OF THE PROPER	\$135,000,00	Boston
State Facilities - DHCD	Boston All Site Conditions	Deat too round and promy to improve sile bijlide) and salety.	\$236.250.00	Boston



### 98,372,470,40 17,392.84 1.983.954.99 \$132,224,40 134,644,21 \$759,267,92 \$200,000,00 06:00000 \$219,845.00 \$50,000,00 ranteer 661-3 Other Sustansability nster 705 Huckleberry Lane 588g soston Bitig Env dor K&B to Facilities - OHCD uno Faceters -014CD State Papaties - DHCD te Facilises - DHCD Facilities - DHCD State Floaties - DHCD He Padities - DHCD e Facilities - Cricco ate Facilities - DHCD Ste Facilies - SHCD o Facilities - DHCD Siste Paobles (DHCD one Pacifies - Deco State Facilities - DHCD

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Task Force	Project title	Physical description	Request (8)	Cay Towars
State Faciliaes -DrscD	East Britgewater Stdg Env	SNG: Westin strut		sadgewater
State Factors - DHCD	East Brietyphysien Office		\$180,000,00	Bridgewaldr
State Pacifiers - DHCD	East Bridgewater Ottan Sussainstality	East Briggreder - Otter's Sustainability 1720-s Conference - In the last total for the Indian		Missewaler
State Facilities - DMCD	Binisero Bing Env	EWG. Werdoos & Fen Rephystrums. Colouis Pk	550,000,000	Beensteld
State Facilities - DHCC	Bockton 667-3 Belair Towers - Totel Replacement - Sustansbilly Other		5214,562.50	Brecklen
State Facilities - DeiQD	Brackton 867-3 Belan Tawor - 105 Belan Street, Brackson 200; Zov	ipperable solding widebows and sitting discus with energy efficient windows and above; I threat to safely & usurgy conservation; See CAR 2002.		Spokton
State Facilities - DHCD	Seockast Other		\$978,000,00	Svecktoo
State Facilians - DHCD	Brocklon Other Sustainability	Walth Conservation - but Above Vallet & although Pread or 2018 billion	\$30,000,00	Eleckion
State Facilizes -OHGD	Brockton 200-2 Other/ Budgarghilly	Saler Panis Incatassan Casalaste 20e		Stockion
State Pacifides -DHCD	Brookkre 1-167-1 K & B	Selection upg. bits (2) vib another international another internat	58.100.00	Stockline
State Faublies -DHCD	Bookkin 1-167-1 K & B	Existic Peritory paint BigGet, after proci-	00,800,01	Sicoline
State Facilities - CHCC	Brossins 1-187-1 Bkig Enu	ONC PORSETTIER REPORT BRY BIG SCHOOL CON (2)		Brockene
State Pacalices -CHCD	Biocións 1-187-1889 Esv	Foundation transferon, storie pint conscribe	\$20,250.00	Broaduse
State Facilities - CHCD	Biophtre 1-057-2 Bits Env		521,688.69	Broakbne
Suga Facilities - CHICD	Brooking K.2.8	Best Molevitosin (2 vrst) sur sarount, Rovers, Halass, pass, GPI	227,005.00	drookline
State Facilities - DNCD	Bioexistre 1-667-2 K & B	Kachen Madericzión I. Unik) Rods, Sevás, copytat, cigóries, GPI	527.009.00	granklang
State Facilities -DHCD	Snokine 1-167-2 HVAC	Pear Parsecendi siglax indices 50 year old system (2)	533,750,00	Brooklano
State Facilities - OPPCO	Brookins 1-167-1 Other	Polang, relative was flores, 1.56 bath	545,500.00	Brooking
State Faculties -(2rtCD)	Stroakiste 1-529-1 Rood	(Roal Syphochmet) supplyment difficult 23+ year root	\$40,500.00	Broaking
State Facilities -DEVCD	Snopkine 1-157-1 Bitg Env	Farre Registor perch. Date Evalus Middings	554,000.00	3rnoklasi
State Pacifiles - CHCC	Brookin 1-157-1 Biby Env	Westyn Redussotor Infanz di varibrakons	554,000,00	drouking
State Pacifilitis - DHCD	Brookkie 1-260-2 Ste Cossinors	And Posting Safeyediscussion and Masterials	507.500.00	Storklitis
State Facilities - DHCD	Blookine 1-200-2 Site Security	Det Davis, proved to 'Berl Sytlen'	\$74,250.00	Subokline
State Faciales (DHCC)	Brockfine 1-206-2 Site Conditivis	Asia Paricing splave or additional helidio chasts	561,060,00	Brackline
State Facilities -CHCD	Bresidane 1-200-2 Blog Env	False Ropais reporting, istime old charledys	8121,500,00	Brazsline
State Fachtes - CHCD	Bindkine K & B	SS USES PERMING BY SERVICE PROPERTY.	58.517.304.29	Stockine
Zinte Facilités «CHCD	Browkins 200-1 Eginorit, 200-2 Hight St., 647-1 Floyd Other! Sustamatality	Stranger Sustantability projects in Conference Energy Performance Contract in 3 developments with 361 housing smile, with passible solds for expensations.	51 906 508 90	Brooklite
State Facilities (2PFCD)	Bolingian Rass	EMS: Root PopezziReplacement	541,500.00	Budengton
State Federal - OPICIO	Bahigen Offer	Life Billsty	570,900.50	Budington
State Pacifides -(24CD	Cantinidge 2004, 867-3, sed 200-1 Electrical	Five Alaum Brains Urganists on Rousevalls Place, Limites Street, and Woodcom Mison Cont	\$74,230.00	Cambridge
State Facilities - DetCD	Cambridge \$89-1 Bdg Env	Merchan Regiscentient at Abendren Stieer – Roplace all (28) westernes at Atendren Street	\$74,250.00	Cambridge

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Task Force	Project litte	Project description	Total Federal Act Reguest (5)	City/Town
State Pactries -DHCD	Carrandge 667-3, 705-2 BHg Env		5114,345.00	Cambridge
Stee Familias -DHCD	Cambridge 667-3, 705-2 Other	Site deponentia in Limiteta. Peliphan and tentral Street – Install seer femore, and seguals title bisidings at Limitetas Street, and urganise site planting and sociation at Heigman site himson. Street.	\$118,600,00	Corrbridge
State Feoglies - DHCD	Certeralge 200-4, 867-5, 667-4 Other	Erengy and Water Cansormines in Proceeds a Proceed Towers, Limitation Street, and Proceed - Inchans Franklan of Low Park Tokes, Fauch and Strower Actions, and Efficient Lighting at 150 units.	5334,125.90	Cambridge
SUN Parabbas - DHCD	Carebridge 200-4A Electrical	Regular Friedrich Gerecht at Rondon 1948's	\$334,125.00	Centrodge
State Facilities - DHICD	Cartarodge 200-1 Officer	Rehubisimusik st.13 Cyrimon Halkaryy – New Triads, and Parising at Woodsow Wilson Coyal	\$371,250.00	Cardinitge
State Festions - DHCD	Cambridge 867-3, 697-5, 250-1, 200-4, 705-2 (stc. curdos) KVAC	Peak and EMW insprementaria and See expansions and 16 Scalarerd Site Curdomentari Units — Populacendad, 21 todes units including 3 with indirect DMM least exchangeds. In 19 and an explanation and an explanation has principle.	\$616,275.90	Cambridge
State Facilities - (0HCL)	Cambridge 987-2, 667-4 Electocal	FIG. Properties at 175 North-Park Plant and Properties and Properties at 175 North-Park Plant an	\$1,039,500,00	Cambridge
State Facables -DMCD	Cambridge 205-44, 667-2 Elevator	1	\$1.188,030,30	Cembroige
State Facilities - 2HCO	Cardindge 957-4, 667-5 Bldg Env	125	\$1.536,975.98	Controkie
Stute Facilities - DFICED	Cartibritge 200-44 Bidg Env	Makenty and Capital Relationhand and Mordon Replacement at Robsovial Thoms. « Replace old Stationts, Install well inspecified tradences), (Harbol) and replace capitals, and replace 25th windows.	\$1.804,275.00	Contendos
State Facilities - DHCD	Cambridge 785-1 Centp. Mod.	William Street Hornes Charposensistive Modernization - 2004-550,000 in spillural scape to allow for scaling and optimization and computations also emprecedents.	\$4,387,414.96	Cambasdae
State Pacifies - DHCD	Cambrolge 240-5, 967-2, 967-3B Bitty Env	Todos Evenope topovement at Nathar Gardens, 116 Knotiki Short, and Publant Shoot — (1) ASES \$100,000 in electing approvat scape to installs by perfective sections in 16 Naturals Short and Publant Shoot — (1) ASES \$100,000 in electing approvat scape to installs by perfective and 10 Naturals Short and Publant Short — (1) ASES \$100,000 in elections and section section (1) ASES \$100,000 in elections and section (1) ASES \$100,000 in elections (1) ASES \$100,000 in election (1) ASES \$100,	54,689,814.95	Cambridge
State Facilities - DHCD	Canbridge Comp. Med	JAK POST GRICOPELLICAN VAN	\$17,987,000.60	Cambridge
State Facilities - DHCD	Cambridge Cump Mod	(2012) V. S. A.	\$20,192,000,00	Cambridge
State Facilities - DHCC	Cumbridge Other Sustainability	SAM Park Intraction ( SIGMAD) 5 ( SIGMAD)		Carrieridge
State Padikles - OHCO	Caren 206-1 Ste Coedfers.	Walkedys Rougherys - Real-Cyansig	\$55.890.00	Canton
State Facilities - OHCO	Carten 266-1 Reaf		\$224,108.50	Canton
State Facilities - Dirició	Canton Ottier	PASS 2 (2/2) (8/5); 2/4/5 (2/3) (1/3);	\$1,219,135,33	Canton
State Facations - (EHCD	Saples NVAG	EAG. BEST DESCRIPTION	8234,293.72	Carricon
State Facilities - DHCO	Carlon Electrical	Е.М.З. 705-т вясилыя зачига райл текуйз	\$5,000,00	Canton
State Faculties - DHCD	Carson 849 Env	Eing. 1051 Wardow Perparament	57,500,00	Canton
Shite Footbles - Dirico	Canten Diber		\$156,500.00	Carton
State Facilities - DelGD	Canton Other Sothsinsbilly	Whiter Consystemins - four Now to lets. A discover treatd sustailment	535.000.00	Camon
State Footbass - DelGD	Caston 897-3 Other Sestainabley	Soby Plant Hawkinson - Carachale side		Campn
State Facilities - DMCD	Carver 667 HVAC	E DOROS, 3. NG WIRT SPACE (S) DORY PERSONAL PROPERTY.	6351,000,00	Carver
State Pacifices - Opicio	Carver Other	11/4 58/609	\$25,000,00	Carner
Blate Facilities - OHCD	Carver 667-1 Other: Sustainabley	Skitt Parel Insalalista - Caritale 819		Carver
State Papibles - DriCD	Craition 105-1 Reof	This would be a quick project - in least opplications at damages, and 3 windows. Would not need architect or elaporest. Stratigies were as were or our CPS that have out lead their labels the. I have \$50.350.00 in the project personally.	\$28,350.00	Chanters
State Faculties - DMCD	Caarton 667-1 Reof	udove 7,000 Sq. B. shape rowling on 4 taublegs	577,780.00	Chaiten
State Facilities - DESCD	Charlton Other Sustantability	Ornel Head Tastillifelia	\$15,500.00	Charlibyn
State Facilities - DHCD	Charlon 697-1 Other/ Sustaviability	Solder Penel Hookeland - Caradadha sala		Charlton

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Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

			Total Paderal Act	W45
	SOUTH TORKS IN		Nacional (5)	
State Pacifiles -CHCD	Chotham Other	Appets (AT)		Statlam
State Facilities - DHCD	Chelinsfurd Bidg Env	EAS. Decided regals	\$270,687.93	Cheknsford
State Fausties -DHCD	Chelmstord Other	SORM, TN, MS/Dec	\$141,355.76	Shelmsford
State Faultres -DHUD	Chulmsland Roof	ти при при при при при при при при при пр	\$55,412,75	Cheimslood
State Feddres -Detco	Chalmsford Diner	Lib GMBy	-	Chelmsfard
State Facilities - DHCD	Chefessional Other Suskainability	MICH CONSTITUTION: BW SAW ISAM & MANNEY BRAIN INSTRUCTION	\$40,000.00	Chelmstood
State Facilists -DHCD	Chebististed 657-5 Olber/ Bostoinability	Solar Park tradition - Candade Sile		Chelmsfort
State Facilities - DHCD	Chéisea 567-2 Elactrical	Were 100/kg Zellera (44 125/2004 GAP) All SARA AND CARE A	\$5,400.00	Cheitea
State Facilities - DHCD	Chelses 987/2 Plumbarg	Perrove of wells fait at rest and	\$8,750.00	Choksen
State Facilities - Diricio	Chelses All Ober	E PGENG (SAM) 1974-1975 WITH SIRVER	\$8,100.00	Cestson
State Facatres -DHCD	Chebra 687-2 Ste Contburs	Extrem regions, 2005th, 2005th	\$10,125.60	Calebus
State Packies -OHCO	Chebien 967-2 Obser	Pathyly box star towers		Chersea
State Factifies - DHCD	Citykea 807-2 K & B	Agglato continuo y von selectores de la continuo dela continuo del la continuo del la continuo de  la continuo de la continuo	\$10,809,015	Cautres
State Facilities - DHCD	Chessea 697-1 Plumbing	Wilks 576 (UM)		Chelsea
State Facilities - DHCD	Cludsea 667-1 Star Security			Chelstra
State Pabilies - DHCD	Crickes 200-1 Flumbrg	Wile save ciril		Cheista
State Facilities - DHCD	Chokesa 657-1 Other	Hibrary parking the first inching the first inch	\$16.875.00	Chelses
State Packhes - CHCD	Chekkea 200-3 Plumbing	Property (Vijet)	\$19,440.00	Chalsea
State Facalnes - OHCO	Cheksea 567-2 Electrical	Special New York School Control Contro		Chalses
State Facilities - DHCD	Chessea 997-2 Ober	NEW DISSO STREETS STREET	\$20,250.00	Chelsea
State Facilities - Directi	Clieben 667-2 Blag Euv			Chefses
State Facabus (DECI)	Chaisea 200-2 Phymbosy	Will's GWM (FIRE)	\$25,920.00	Chessea
State Facdnes - OHGD	Chelsen 200-1 Client		528,350.50	Chetsea
State Pactions - OHCD	Chebsea 200-3 Other			Chebsea
State Pacibles - CHCD	Caets ex 467-2 Plumbing	White your trials		Chetsea
State Facilities - DMCD	Chelses 200-1 Other	ASSOCIATO WARROWS AT DOSKY.		Chelsue
State Packages - OriCD	Cheksus 200-2 Other		551,849.05	Chebes
State Facilities -CHCD	Chetea 967-1 Other			Cheksea
State Facilities -DHCD	Chessa 667-2 Other	thou best at eteratoric halfs	567,508.90	Chalsea
State Facilities -DMCD	Cheises 200-3 Sie Security			Cheirea
State Facilises -CHCD	Chekkes 200-3 Other	Peggrafiyisi teksiral isibakey ingalany will fates	597,200.00	Chemea

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mrastructure (nopulza)	inirastructure Mobilization Effort - State-Reviewed, Snovel-Ready Project List			
lask Force	Ptojeci Riis	Project description	(g) speciment	City Year
State racines -unco	Chalsea 200-1 Citres	VAT Nor replacement	5518,402,00	Chelses
State Facettes - DHCD	Chebon 201-3 NVAS	Solice results and the solice of the solice	5675,000.00	Chasses
State Facilies -OHCD	Cholsea 200-2 SAE Conditions	SSE WORK PRESIDENCE STATES STA	9975,300,00	Chefsea
State Patisties -Child	Chalses 200-1 5/a Conditions	SERVIN - INTEGRAL (INV)	9675,000,00	Cheśsea
State Facilities - DHCD	Cheisea 235-2 Chior	VAT 18cm (spiketrigh)	\$691,200,00	Chebsea
Opec Facilies - OHCD	Cherces 201-1 Stag Env	WHY I I I I I I I I I I I I I I I I I I I	5709,750.00	Charles
State Facilities -DHCD	Cheisea 200-3 Sas Continues	Staves: Pating, parity, Nestern	\$877,500.00	Chetses
State Packtes - DHCD	Cheissa 208-2 HVAC	Postosio siguiro por treas suo ob treas. Systim startore)	\$1,012,500,00	Chessas
State Facilities -DelCD	Chessa 201-3 K & B		\$1,038,900.00	Chebbas
State Facilities (DHCD)	Choicea 250-3 K 8 B	K03)EIG	\$1,258,000,00	Chessa
State Facilities - DHCD	CH09869 209-2 K & B	Bahl Carighto (rend) (* The Pods)	\$1,382,400.00	Chelsea
State Facilities - DesCO	Christa 236-2 K & 8		\$1,728,950.00	Choksea
State Facilities - DPFCO	Cividana 200-2 Sau Condisions		53,375,900.00	Checkers
State Facilities - DHCO	Cispben 200-2 Bidg Env	Extent IVER report, Varian, great risk instance	\$8,150,000.00	Chebres
State Facilities - DHCD	Chebsea Biog Env	LAR. 98 SOUTH EACTON WIRENVENTERS/WEST 20	\$200,000.00	Chetres
State Facilities - DriCD	Cheries Sre Carditors	SDR STABING - FTCpBACAA MINST	5156,614.35	Chokea
State Facilists DHCD	Chellina HVAG	[5,0]; P.18];	\$436,870,32	Chelines
State Feather - DHCD	Chelsea Cluss	ENG AERO: automate the springs	\$17,560,00	Chedsus
Sizes Facilities - DHCD	Chokses Other	\$ 5.50 kg	5572,008.00	Chtchea
State Footbos - DHCD	Oncopee 867-4 Kata Electrical	Popiace mathematic oceans area halacaj lejatenj viln mengy dizapet Fejalanj.	\$15,602.00	Chroppere
State Facilities - DHSD	Cancepee 967-2, 2A Pelaquin Dr. Electrical	Perfore existing the altimicated partel what has receively experimented many filter authors. Other cannot get parts for this artifulation system.	\$22,275,00	Chicopen
State Facilities - OrtiCD	Cheopine 687-3 Bury Eleanoid	Reporte institutusie caemine siele hallech lighesty was besings discloses demang.	538,016.00	Clayabae
State Finesties -DHCD	Checopee 725-1 Volpe Drive 1949 Env	Polykat boynal silo, serialisin uuti lin apalessat balanaan valuust liin.	\$78,816.00	Ciscolate
State Feoduce - DHCD	Chicages 200-1, 697-3, 967-9, 587-7 Stroncal, Fachaven, Valley View, Bury Site Conditions	Person dear take, and left take graving approis trailings at those developments.	540,925.00	Chicaprell
State Facilities -OHCD	Chicopes 667-4 Kida BRig Erry		\$82,417.50	4adicoep
State Facilities - OHCD	Chicopes 657-4 Kida Oliner		566,427,50	Chuyeet
State Facilities - OHCO	Chicopus 200-1 Plumbing		589,100,00	Ciricopee
State Families - Dricto	Chicopne 997-6 Faithaven Oher	Renovate coordinate train with now VZT feoring, AZAL staling place shoul in exciting separate such an any efficient visition strainwers.	\$56,525,02	Chacages

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infrastructure Mobiliza	infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List	Shovel-Ready Project List		
Task Porce	Project tills	Traves distriction	Total Fortensi Act Request (3)	City Fown
State Facilities 42HCD	Olicopies 705-1 Unipe Drive Bldg Env	Perplace exoluging melak sourowan mallowey entry and esd down an all haddings.	\$100,980,665	Chicopse
State Feblines -DHCD	Chicoper 667-1, 1A, 2.2A Site Security	DODGE 657.1.3.2.2.4.6 Scaraty and also see revealance and there developed in	\$111,575,60	Chinopee
Blate Facilises -DHCD	Oscupen 200-1, 705-1, Site Security	lessin new servellesses cansons at his bestypenents	\$128,225.00	Chicopee
State Facilities - DriCLD	Choopee 567-2, 2A HVAG	Replace 8 existing belies.	\$254,850.00	Chicophe
State Packites - DHCD	Chlospez 667-9 84bg Env	Roppy 940 linear that of make demograt common belicones at raining curb and sold wider proof 86 ballocies.	\$549,450.00	Clittopes
State Facilities - DHCCD	Choopee Other	EAC: VGT & straftgal Kinds	\$227,402.20	Critopher
State Facilities - DHCD	Ohicopee Other		\$75,000,00	Chrospee
State Facilies -Desco	Clerton Electrical	ENG MERC: upgrane exercis) serve	8529.538.00	Chillon
Riske Faculties -DerCD	Chuton Other Sustainability	Wilder Causivalies - Ion North Market Intel distribution	\$30,000,00	Chieson
State Facilies - DHCD	Consiste 72 Ebi Sheet Comp. Mos.	CONTINUE ACCOUNTS	\$0.85,578.08	Cohasaed
State Facilities -CACO	Concerd 705-2 HVAC	FEBRACE PORTES: 6:38 of 14 Bodies (Creeny)	\$132,300.00	Concost
State Facilities -DMCD	Contord 667-1, 887-3 Sin Candillons	slations and replace curbing and unlikery partial - calify asset (200 5q.R.	\$2,02,500,00	Contaged
State Pacifiles - DHSCD	Concost 705 Other	(45,00%) (634)	\$10,000,00	Colicosd
State Factories -DHCD	Concord 657 Other		\$10,000,00	Concord
State Poolnies -DHOD	Corporal Object	1.00 SA(9)	\$60,000,00	Concord
State Facilities - DEYGD	Cancord Other Sustanguishy	MSH = No Ray (ORE & BLOWE) SOLE WILLIBY (OR	\$23,500.00	Conroad
State Facilities -CirriciD	Daltan Cilico		\$115,285,90	Callon
State Facilities -DHCD	Dalton 667-2 Other/ Sustainstelly	Solar Pand Halabaka - Cardalle 96		Onlion
State Pacifiles - DHCO	Danvers Other Sustantability	Patricy Conservation - See the fee School Page catalogues	\$10,450.00	Clanvers
State Facations - Cirico	Dartinauth 567-2 Bag Env	Acts stem dente un sected three processes. 2 per trailing n. 18	\$24,300,03	Clarimonth
State Pacifies - DHCD	Ourtmach 667-2 Bing Env	g) verpokist, culpb., edc., ben baiklang.	538 880.00	Oatteouth
State Facilities - DHCD	Darthwark 867-1 HVAC	Poplars 10 boles, kir a cech balking, kiey sin 40 + ypas pid	\$270,000,00	Darkmouth
State Pacifices -DMCD	Dartrocuth Other Sustainabally	With Versionships - by Byr John & strong had existing the	\$22,000.00	Oastnooth
State Facilities - DMCD	Dadliam 887.2 Bblg Env	Району странен и пределение и	\$33,750.00	Dedham
State Facades - CPICD	Deckars Roof	EASTAGED: Book Replacement Office Bus	528,000,00	Dedham
State Facultins - DMCD	Desham Other		\$92,050,00	Dedham
State Facables - DHSD	Dennis Other		\$23,000,00	Detures
State Facilities - DMCD	Dennis Offert Sustainability	Water Conscropion - Into the dispute mad symbolican	\$35 000 no	Ognoris
State Encalates - DI4CD	Denras 867-2 or 667-3 Ochari Suctainability	SAM Price ISAMOSTI - CARGOTA MA		Oems



Task Force	Froject title	Project dasyotetion	Total Federal Act Request (8)	Caty Town
State Farables -DMCD	Deploy Other Sustanzoolty	Water Conservation - You flow takes & shawer head establishen	\$29,010,00	Sighton
State Facilities - DHCD	Discut 705 47 - 48 Hampson Street	Logania and ancial 200 and service becter compress and surdern maler disconnect meet recognis on each two fundy dueling. New 105 amp service cubio and 30 circuit panels and circuit account and circuit. Version systems quantified and growns taute.	\$2.430.05	Dracut
State Facilities - DHCD	Sracel 705 47 - 49 Hungson St.	PERIOD CICLOS BIOL BISED STORMAY BIOL SHAVING.	55.400,00	Dracut
State Pacifiles -DHGD	Discus 795 61-53 Hampson St.	Polygie of ORYOG and Pirty (000-pill).	85,449,00	Dietail
State Flicities - CHCD	Dracus 705 67 Tanglewood	Fogled Limited school and diversy	\$5,410.00	Dracur.
State Facilities -DHCD	Onacut 705 01 ~ 63 Hampson Street,	Step and televore existing road on all of though, included for this and Miller should no believen cages. Completerenshipter of host with 55 to 48 paper. Some other with absorbeant of one becaute hostel how when founds no week paper. Smaller with some with Sharelle with more with Sharelle with more with Sharelle with more with Sharelle with more with Sharelle with some with Sharelle with more with Sharelle with some some some some some some some some	38,606,25	Chacut
State Facilities - DIRCD	Oracul 705 St Tutpen Ave	Flequis universit catalois dischessy.  Repair solver brass at state of house and session for election. Repair or resinon conceive sale or drivings made it a session and Ministry or sessional lensing or sessional property and	\$13,500,00	Oracut
State Facilities - OveCD	Oracul Bitty Env		\$50,000,00	Stacue
State Facilities - OHCD	Discut Cente, Med	26F. 1478 Manual No. 90	52,563,100,00	Draeut
State Facilities - DHOD	Oracei Offseti Sostavialitis	SYNOT CONTAVAROT - THE BOTH COME & SHOWER THEM IN CHIEFUR.	\$32,000,00	Dracut
State Facilities, OvityD	Dudley Other Sustainability	While Controlling - No Vote that a More than a Management of the Controlling of the Contr	530,600,00	Dathey
State Fucilities - OHCO	Danbiery 705-1 Blag Env	Papers why on a 2 long sign.	\$115,409,48	Desterry
State Faciliars VDHCD	Ouchusy 867-1 BMg Env	Region walter & So GT : So GT	\$115,796,00	Опятич
State Facebook - CHCCD	Duxpury 795 Otter	Visitory (PAS)	\$10,000,00	Property
State Facilities - CHCD	Guxbury 705 Other	10236 y (PS)	\$10,050,00	Suxbury
State Facates - CHNLD	Dustary 705 Other	(VERTICAL SERVICE)	\$19,000,00	Occubury
Skate Pacetias -CPPCD	Dasbury Roof	EAST TOOTH & FINESTING 3694.	\$221,000.00	Duxbury
State Faolales - Ci+62D	Dublety Offerst Sestementity	Wale Construction - Bive for India 4. Stories fault installation	826,000.00	Diothury
State Facilities -CHCD	Easthampton 607-1 Suprise Atanon. Baisbrigs 1 & 2 foot	Permove 2 lappis of stropp routing per too Peoplace strocking in acciding the matrial for ballier was Sopies at accidings on two busings, retail of Book 50 reading.	\$127.576.00	Cashamplon
State Facilities - DMCD	Easthangton 559-12 Hoyoke St. Other	The Enk norwal M 312,002 Parameny Ceart in New 2008 for developing 5 units of housing in the back yaut of 112 belopin 5s2 one before landingues units and 3-28pm. Famby units	52,025,609,00	Easthurploss
Steps Pacifikes - OHCD	Electrampton Other Sustainability	Walter Contectables - Xee Kent (2014) & Streams Texts (Streams Tex	840,000,00	Eastbarone
State Facables - CHCD	Enzcheinglun 887-4 Offier/ Suztammility	SOUR PAINT PROBLEM - CANDELLAN SAR		Easthamyrion
State Facilities - DHCD	Easton 705-1 Other	Validity (dilk);	\$10,000,000	Easting
State Facature, CHCD	Easton Sewerage		5154,850,00	Easton
State Facilities - OreCO	Easton Other	125 SATY	\$55,009.00	Easton
State Facilities -DP10D	Easten Other Sustanabelly	Wall Conservation - Iou for take takes A showing read organizations	530,000,00	Easton
State Facilities - OHUD	Esser Essex 887.1 Encercai	Votable Presidence GACT v. so. del A. Mattering	55,151,26	X0593
State Faceties -CHCD	Essaz Essaz 567-1 Other	Popler 6 of and books and the contract of the	\$4,455.00	Essex
State Pacifiles - DIACD	Rissan Eissex 807-1 Blag Env	Gens out 900 set it it bookpassong believes pooling godg and versows and replace spalled forcits or extension mascury in all buildings	98.075.00	Essex
State Facilities -OHCD	5950X E550x 987-1 Bldg Stiv	Pressure with any dream of freeze, and states off oil expansion forces of the posterior of	\$8,100.00	Egyex

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Taist Force	Projectibile	Popul Description	Total Federal Act Respond (3)	City/ Town
State Facilities -DHGD	Essex Essex 647-1 Bilg Env	Begins to the art Submiss in 20 wildows Begins to the day Submiss in 20 wildows	\$8.450.00	Essax
State Facilities - DHCD	Esex Essex 667-1 58e Cardidots	Remains formating scarce basines, usuale bacts, at 12 enhance dovers with added topole and realth, guint here backes and perceitable	\$10.125.00	Еззек
State Facilities - DHCD	Essex Essex 667-1 Sile Conditions	Popular icon Agriculturing sheat (Bran part 5 of Divers	\$13,500.00	Essex
State Facilities - CHCD	Essex Essex 087-1 K.a. B	CONTRACTOR DISTORAGE OF ALL DESCRIPTIONS AND ACCOUNTS AND	\$19.845.00	Essex
State Facilities - DMCD	Bistery Exsex 687.1 Sile Conditions	Recover 3,520 og it of indroving, regjandar salt-carion alvol housing 3' of togal count of despined. To all wallbowneys real they all presents togal sequents all carriers	\$24.309.50	Essax
Stoke Facilities - DHCD	Essex Essex 697-1 Plumbing	Pospice at 120 ushouns wer 154 widen water studylls and 12 read building Mindels	525,382.50	Essex
State Facilities - DHCD	Entex Basex 98 Ft Site Conditions	Periove 4.170 by R of policials throwny, Ingratio suchase, ustaff 3' greet note, ustaff 2' has close and Red by the cost of appeal to both Walture R teathers as this sections are trapount repair \$52,075 (5).	\$32,076.99	E SOUCK
State Facilities - DHCD	Esson Eszax 667.1 Frumbing		\$32,400.00	Estativ
State Pacidine - UNCO	Enson Ersex 567-1 386g Env	Remove and replace other wordship eligibility fifth, using add glob and additional sensitives and 30 eligibility and 30 eligibi	533,075.00	Essax
State Pacitives - OHCD	Essea Cities		\$101,019,11	Essex
State Facilities - OHCD	Eysk Oker		\$53.600.00	Essex
State Facilities, -OHICO	Evereti Cs. 667-2Glendale Towers		\$35,100.00	Eyerell
Stabe Facilities - OHED	Evelet Ctr. 205-1 Rassell Straek	Kennya aad replace (14 (2007) st., ytb., yt batentones compres selevenys, see clais (500) 2.4., handons (600) 11., elebeling wills (600) 12., (5000) teat of feming and resolutions.	81,708.669.90	Everon
State Facilities - OHCD	Everon Other		\$129,000,00	Everess
State Fundries - 211CD	Eventa Ottur/ Sustanabhy	(TABLY CONSTANTING - 379 SOV GART & STONE CONSTANTING AND STONE CONSTANTING CO	\$40,300,56	E seinalt
State Facilities - DHCD	Fachaven # 999-2 657-5 Electrical		\$13,500.00	Faldsavers
State Facilities - OFICD	Fusionen # 503-3 657- 1,2,3,4,5 \$kedikal	Install Rubin Transment Stores to comply with Fabrianes Fire Cieb. covertale for 2711	354,000,00	Factavio
State Facilities - DHSD	Fartaven Roof	PRES 2 CADAI Telligie (IGIS)	\$500,000,00	Pakkavers
State Facilities - DMCD	Fartaven Other	1. SANY	\$150,000,00	Fashavdh
State Pacifies - SetCD	Faithaven Other Sustalendelity	When Contention - but live table 5 shower fand assistation	240 000 00	Fachaven
State Faceliles - DHCD	Fall River 997-1 Barrers Site Countriers #9 Stel Copparies - Pavenner		849,500,00	FUE First
Staty Paciglies - DytCD	Fall River \$67-1 Bearing Site Security	ASSERTANT CONTROL System	\$54,000,00	Fad Roser
State Facilities - DHCD	Foll River 667-3 Bislam Est MVAC		\$60,750.00	Pall Revey
State Farighes - DMGD	Fall River 687.2 Doublin Sale Constitutes #12 Sale Upgradus - Parepren	#12 Sig Usgrado - Peretrial	\$101,250,00	Fall Films
State Facilities - CHCD	Poll River 567-1 Banktu Sats Secontry	of Ag. Entry Lock Application (140)	\$102,800.00	Pat Pives
State Facilities - CMCO	Fall River 687-2 Dodlan Ottled	#16 Synthyty Royn A-9	\$128,259,00	Fall River
State Facilities - DHCD	Fall Power 667-4 Batés Other	P15 Chareft conjecture to gentlemess	\$135,500.00	Fall River
Store Facilities - 0450	Fall Rover 987-2 Stoulan HVAC	#11 Bullet Popularinini (72)	\$202,500.00	Fall Street
State Facilities - DMCD	Fill Rose 705-2 Scattered Sites Root #4 Root, searg and windows		\$1,282,500.00	Full Riyers
State Footbies - DNCO	Fall River 200-2 Mappe Skig Env	#1 Siding 1100 1003 s. Lymendiers (2,000)	\$5,400,000,00	Fall Rivor



Tests Force	Propertitie	Project description	Total Faderal Act Request (\$)	Cay Ton
State Pacitines - DHCD	Fall Rover 200 Other	Westery recibility		FaB River
State Facilities - DHCD	Fall Pover Billip Env			Fall River
State Facilities - DNCD	Fall Roser K.5.8		59,671,613.90	Fall River
State Facilities - DHCD	Fall River Root	2002 Rodey Syporthy at 1885 657-4		Fall River
State Facilities - Dricco	Fall River Bldg Env	EWS. WESTA RELIGIOUS STATES AND S		Fall Roar
State Pacifices - DACE	Fig Rose Other	EMS - 68, 4 1C secestals) at transcending		Fall River
Stele Facilities - OHCD	Fild Perer 19VAC	2MC, 30(8); 31 (87-3)		Fall River
State Facilities - DryCD	Fall Rover Blag Env	Ocietato 2002 Rigile Garren	\$360,000,00	Fall River
State Packless - Directi	Poli River Other	LIP SARBy		Fall Revor
State Facilities - DHCD	Fall River Other Sustainstutty	Webser Conservator i - Des Row table & Batewert Treed installation		Fall River
Scale Facilities - OHGD	Fehnaufin Other			Pagesouth.
State Pacidies - CHCD	Fabracults Other Sussassadding	Wash Conservation - Lea Book Substant Need Installation		Patrocelli
State Facilities - CP4CD	Planning 200-1 Other		\$1,890,00	Hichtoley
State Peoblas - DHCD	Pachlurg 290-1 Obler	VEX.PRO PER SECOND CONTRACTOR CON	\$1,620,00	Fremburg
State Facilities - Drifcial	Fatchborg 266-1 Orear	V6,2055; V6/MS		Pachisan
State Pictibles - OHGD	Fiktibas 200-1 Other			Fitchoug
State Facilities - DHCD	Frichberg 200-1 Other		\$1.850,00	Fitchburg
State Facilises - ChPCD	Pacabung 200-1 Omer	VSCABAT (elba)	\$1.850.60	Serggan;
State Facilines -DHCD	Fiethurg 200- i Other	V(k,k') $V(k')$	\$1.800.00	Fitchburg
State Facdoes - CHCD	Pachang 200-1 Otter		\$1,800.00	Peching
State Paulities - DMCD	Pachturg 205-1 Other	VACUO (PA)	\$1,800,00	Fitchhaip
State Facilities - DHCD	Frèchourg 260-1 Oldrer	VACUOTI 18/327	\$1,800.00	PACEBURY
State Pacibles - DHCD	Filentaug 200-1 Ottohr	VEX.NS.Y (ENA)		Pachkang
State Pacifiles - OHCD	Phobaurg 200-1 Other			Fathburg
State Facilies - DHCD	Fitchsurg 200-1 Other	V8.000Cyr (20.0b.)		Fischburg
State Pacificies - DHCD	Prichburg 200-1 Olhur			P,600burg
State Facables - OriCID	Fitchburg 269-1 Other			Feditiong
State Pacifilies - Orico	Filotolung 200-1 Other	(gg) / (g		Fechous
Starto Pacifikers - DHCD	Fitchburg 200-1 Other	Value (18) (2)	55,300,00	Fitotoburg
Store Facilises -DHCD	Filcheung 200-1 Other		\$2,800.00	ROBBAG
State Facilities - OriCD	Pitchburg 250-1 Oliver	VARIOTI UNITA	\$2,859.00	Phohoung

digation Effort - Scale-Roverwall, Shead-Ready Project List

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Task Force	Projectinis	Project description	Reguest	Cityl Town
State Facilities «DHCS)	Priceisurg 2012-1 Other	Vatoriny yeshib	\$2,850.00	achbuig
Bute Facilities - DHCD	Facelburg 200-1 Conter	VB/SECT-(0)   AD-	\$2,900,00	- Honburg
State Facilities - DHCD	Filchburg 288-1 Other	V2006y (d/s)()	52,409,00	achbrig
State Frodies - DHCD	Pitchburg 200-1 Other	Value of the control	50,366,00	actioning
State Facetaes - DHCD	Pleaburg 200-1 Other	demonstration of the second control of the s		Fachbarg
State Facilities - Describ	Fitchburg 200-1 Other	ACTIVATIVATION IN THE PROPERTY AND THE P	\$3,350,09	-Schooling
State FetBites - DHCD	Pilchaug 200-1 Other	VEGENO (CAR)	\$3,350.00	Shabbarg
Stole Facilities - Decop	Phthburg 200-1 Office	VECTOR (6)30	\$1,400.00	-ischburg
Siste Pacietes - DHCD	Fitchourg 200-1 Other	VIOLETY (VAI)		Faceburg
State Facilities - DHCD	Filchburg 200-1 Other	унализментирования в приментирования в применти		Fiscaburg
Scalo Facibles - DHCD	Fitchbarry 205-2 Other	V2/38-K/ V6/35		Fechburg
State Pacifics - DHCD	Floheug 765-2 Other	(VCM) (VM)	\$10,200,00	Factoburg
State Facilities - DHCD	Fitchburg 786-2 Other	ти польтой по	\$10,209.90	- decharag
State Facilities - DHCD	Pacieburg 105-2 Other			achang
State Pacialos - DetGD	Fitchburg 785-1 Other			Fechbarg
State Facilities -CHCD	Fitchburg 7g5-1 Other	7.16.46.17.18.78.78.78.78.78.78.78.78.78.78.78.78.78	\$40,010.00	Subborg
State Facilities - DefCD	Picaburg 785-1 Caher	VICTORY 18/3/J		poples
State Facilities -DetCO	Facsturing 705-1 Other	[45]-55]-47]-48]-57]-47]-47]-47]-47]-47]-47]-47]-47]-47]-4	\$53,000,00	Filedaturg
State Facilities - DefCD	Fitchaurg 766-1 Other	VICTORY (Child)		Achtorg
State Fauldass - OHCO	Fitchburg 765-1 Caber	ALTHOUGH (III)	365,000.00	Fechbarg
State Facilities - DiriciD	Filchburg 195-1 Other		\$88,000,00	Pscabarg
State Factilities - DHGD	Fitchburg 105-1 Other		590,000,00	actioning.
State Facilities - DHCD	Fitchburg 785-1 Other	V23/4/1/ PAR	\$43,000.00	gosped
Grate Facilities - DHCD	Edutaing Real	CARP Ply CL Rhukky, 2 Blyg dig Great Activity	\$25,000.00	-Nonlikely
State Pacifiles - DHCD	Packbaig Billy Env	GAR PG GF Rejector Williams Control of the Control	\$458,750.00	Fischbusp
State Facilities - Dricco	Flichburg Electrical	CAR PIG GF. Fire Alarit Upgette. Carlot April.	\$482,919,00	Pichburg
State Pacifies - DetCD	Pacifiburg Sae Gondiens	EMC: (GSTTCS) MRS (pAR) types	\$13,550.00	Pachburg
State Pacifices - Or4CD	Pachbarg Ollier	EAS: Chiefy, but Not Repaided.	51,704,527,00	Fachburg
State Facilities - DHCD	Pitcharg Cities	(App. 6)		Fitchboirg
State Facilities - DRCD	Pschlarg Other Sustainability	Water Conservation - New York of Subgran have includation	365,400.00	fichbarg
State Fueding - Det D	Foxbote 567-1 & 2 Cities	Ripting 30 kilob		Foutbore
State Facilities -OrtCD	Foxbecouph Blag Erry	EMS: 705-C vardora (elgibit)	\$13,555.00	Foshcebagh



# Commonwealth of Massachusetts Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

mili ropiosa		Poped description	Request (8)	
		EMS: oil tank remoyal and remodassion	208,000.00	одельной
LZ	Footboriogs Other! Sustainabley	With Construction - Sw Zon Julia S. Schwir held distablish	530,000,000	contracting
13	eenue 667-2 Poor	M POLYTROS	\$202,500,00	ramingham
Ker	Francisphan Rose Kerwedy Lane 687-5 & 687-8 Bidg Eriv	S. White party that party that got an table that	\$356,750,56	ramagaam
2	Flantinghan Event Avanuer 657.2 Site Conditions		5992.159.69	randolan
racingham K à 8	Anna Anna Anna Anna Anna Anna Anna Anna	SE DOLET. YOU'SEG & EBRINGUE MAY BE WITH MATCON	529,723,357,78	Fransangtann
Figuriegham Roof			\$245,750.00	(athergham
ransigham Office		85. 97.4 accessible bandy room	\$60,000,00	ramidejtadi
rammyham Oliter		(N)	\$212,600.59	rantoglast
renklin Other		2.58 SMby	\$8,000.00	Franklin
rimkler County 705-2 No roperties 54e Canddons	rienkier County 705-2 Nouthlield ropezies Sile Canddons	із ак інтігіў даудерсі сан стукаталу, Ве Выжінд	52,025,00	Frilaklyn
ndy 705-1 s Candillors	Congress Breek, s		\$2,700.69	Franklin
Franklin County 705-1 W Street, Orange Bidg Env	Frankin County 705-1 West River Sneet, Crange Bidg Env	STATES AND	53,037,50	cankler
Aly 205-11	nakkin County 205-1 Charlemont Blasson	INTERNS No BUSCOS SI CONSTITUTO SELECTORY	54,117,54	Frankis
Inty 867-3 . Site Contin	Panyan County 867-3 Straton Monar. Sersardsion Site Condisons		\$4,320,00	Franklin
nty 55 2-2 :	Francialis County 882-2 Squastracing Wasapa, Northfield Sile Conditions	Period 2 California Period	\$4,320.00	Franklin
nty 705-1;	ussila Ceunty 705-1 Buokiend Ceher	Permany of and spialors with time appropriate tool about the Statistical Statistics of Statistics and Individual Statistics of S	\$4,995,00	Franklin
nty 705-5 a	Parisin County 705-1 Bereadston Jihes		\$4,995,90	Franklee
Frankan County 705-1 ( Disnigo Other	Panklin County 705-1 Congress Strete Stange Other	Construct or publishes a utility shot in the Each of the proposty to be upon turn regional topus, and technical studge.	54,895.00	rariklas
Franklin County 705-1 \	fanklin County 705-1 Vest Bluer freet, Orango Ottor		\$4,995,00	Franklin
Franklin County 705-2 P Hoperies Bidg Env	rranklut Coursy 105-2 Northfald Hoperhes Billg Env	fishkie babby A is childe ne bysthei sit.	\$5,400.00	rankljo
Franklin County 85 7-1 Stratt Semandaron Site Candidons	renkler County 807-1 Stratton Marrer, errandssen Site Cundisons	теления польтирую польтиру польтирую польтиру польтирую польтиру	\$5.400.50	Franklis
28y 705-11	Citatiemont Blug		\$5,075,00	Franklio
Frankler County 785-3 of Organge HVAC	Congress Street,	Windle Victor (Supplies States Lippages Black Die harmon's be avior of the ha	\$6.075.00	Frankles
asty 705-1 t	Frankin County 705-1 Buckland Blitg	Ending by knithing and indices several anticommencement of the control of the con	\$6,750,00	Fsqsklin
andy 705-11	Frankin Could, 705-1 Bentanister Stop Etw	Installe for bushing with blown in callabor, walks and cellings	87.020.00	rkaskin
Frankhi County 705-1 V Dravge Other	Tamith County 705-1 Whatney Street, Dangs Other	Report in excluse 2-full graups conv. Unspiratus conditions on the afternation while the functions and replace it with a new Average liability, unables and unity available for the Xonage of Seasonnal Stretchest and Hondal Defensions.	\$7,695.50	ranklin
ndtiple	Hankin County 667-5 Stoughlor Place, 38 Site Condelizes	isy the Soncytuse Place distremay and repairs equired	58,100,00	-arskn
14507 year	Frankis County 105-1 Sensardston HVAC	Reduce excining alreades with one central and proving energy efficient alreades	\$8,150.00	Franklin
Franklis Caunty 705-1 V Crange HVAC	raindra Caunty 705-1 Whitney Streets, trange HVAC	Replace ending hereing with the control and more entire and more entire that the control and more entires than the control and more entires that the contro	58.100.00	canton
Francisco County 705-1 V Orange Bidg Env	rander County 705-1 Wintney Street, Hange Bidg Env		\$8,235,00	Franklin
Franklin County 705-1 C Orange Blay Env	Congress Steets,	IVI sixling and maximus too traiding	58,505,50	Fearklin
uny 755-11	racislis County 755-1 Buckland Other	Reference in the control of the cont	59,132,75	Fearkött

Commonw	Mobility
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Task Force	Project (Alfa	Project description	Total Fiderof Act Reguest (8)	Gity Town
State Facilities - DHCD	Francia County 857-2 Winstew Wardwarth House, Turness Fails (chronespale house) Other	lineal liver list found front provides all corrors in this section and down	29.156.00	Frankler
State Feagities -UHCO	Prantin County 705-1 Charlemond erVAC	The exectoral tradial elements and intell covering in that shoughten the smalling meet to be included with a major during varieties for white and intell covering the same and serving tradial and impossible to fooder.	28,504.00	Franklin
State Facebase - DHCO	Frankin Goulty 705-1 Bernardson Ste Curdicons	il steht Cucky 765.1 Bernaddus ble Profine its cuising busidery force if wilk cater resulted. Cundons	29,996,90	Frankler
State Factors -DHCD	Frenkii Courty 705-1 Buckend HVAC	Florida Caudy 705-1 Buildont 1970. The transverse bening determent and cream covering in the death. Recogning this halidary level is ne reliabled with a more partial build to be used and the second second to be a second second to be second to be a second second to be second to	\$10,320,75	Franklin
State Facilities -DYCG	Franklin County 705-1 Congress Street. Orange Sue Conddoors	Plansin Cuany, 705.1 Coopies Storel, Poyale drinemps and pare with take sighted Grangi five Jonatons	510,890,00	Frankja
State Factives (DHCC)	Franklin County 807-3 Wilessiw Westworth House. Turners Falls Congregate transa) Other	Part the cuterios halt, salavoita, taknoona Ancapina the intele bakking	\$10.805.00	Frankla
State Facilities - DHCD	Franklio Cousty 705-1 Bernardson See Condecons	finakio Cuang 705-1 Teorandsun Die Frapsi dimpining and pener will here signaki. Conselone	511.475.00	Frankler
State Featistes - DHCD	Franklan County 705-1 Whitney Street, Orange Sele Constitoers	Roper drivensy and game with their explait.	\$12,826.00	Finskin
State Facilities - DMCD	Franklin County 105-1 Chartemont Sto. Universay opaks and repeated. Constitues	[Exosplia page seption Java-var]	613,432.50	Frankla
State Facilities - DMCD	Frankin County 706-1 Beinsichten HVAC	The hazarone changes determine such a resist coverings in strains (changes at the chading word to so replaced with a most dumble selectance to retirodated letted use and bloose, currently replacement parts are very ordison it mis empossible to locate.	\$14,775,75	Franklin
State Facilities -OHCD	Frankii Cauruy 667-5 Senagatos Place Gill Electroni	Franklic Curchy 627-5 Graphine Plane, Science extrem was to this descreat spane where the inspecialistics is that continue to be an inne-	\$14,850,00	Frankto
State Facilities -CHCD	Franklin County 705-1 Wast River Street, Ozange HVAC	The intercond metion demonstrate reverger in direct topological the interior prective in process with a free sample subdition to will stand use and busin, surreitly replacement parts are very called at our impossible to because	815.525.00	Frankin
Stato Facilities -DHCD	Franklin Dounly 705-1 Charlemond HVAC	Yegida birasan to attenda talki	516,280.00	Franklys
State Facilities - DHCD	Frankin Causky 705-1 Cargress Sured. Orange Blog Eliv	Problem Caray Tob. Carayesa Sizeel. Pentine ted replace with zew all windows throughood the projects. Change Boy Env	00.089,818	Franklas
Shate Pacidos, -DHCD	Prankin Causty 105-1 Wast River Street, Orange Blag Env	The entre bolding revelope at this address is a rect of section, temporal of extring social, paids and repair where include prior to issuiting new storing term school.	\$20,250.00	Franklin
State Pacades-DHOD	Franke Coosty 705-1 Seministran Blog Env	Remove and scylics with site of leadings the graphed the projectly	821 090 00	Franktiv
State Facilities -DHCD	Franklin Coulty 70%-1 Congress Sheet, Coange HVAC	The Unselvand hadrog abstracts and messal coverings in sell units throughout the looking revent to be replanted with a make substance to withstand tensor use and displace, contently evill are very obtains from concessible to better	\$22.275,00	Franklin
State Facilities - DACLD	Franklin Cousty 765-1 Charlemont 8803, Reptace wardays on all 3 units finv	Реддост несілер (1 од 5 же);	522.477.50	Frankho
State Facilities -DHCD	Frankin County 785-1 Whitney Strent, Drange MVAC	The basepound making deriveds and media coverings in all unity descriptions the publical made to replace of the replaced unit of more durable scalabless to information use and abuse, currently represented their areas of the present of the representation of the representations of the representations of the representations of the representations of the representation of the	\$25.916.25	Pankler
State Fazetas - UHCD	Frankin County 705-1 West Rose Street, Orange Root	Rod is see to year and man from the legicode	525.659.00	Francisn
Skale, Pacasius, -OHCU	Franklin County 705-1 Suckland Blog Env	Кердос жекта йельрой ве ейк в рудий	528, 122, 50	Franklin
Scaro Pacifices - DHCD	Presiden County 687-1 Stratton Abount. Bernardston Balg Env	Parriery o'd siciali nies awrings over tennior walls shoughoud the property	528,350,00	Franklin
State Facilities - CIFICID	Franklin County 705-1 Whitinay Stews. Crange Root	Replace 30 year ob 1990	\$33.750.00	Frankles
State Facilities -DHCD	Frankla County 657-1 Shattes Manor, Bernandstan Blög Env	Replace all exclang exterior storing wedness in parchies common valikning interis	\$24,566,00	Frankla
State Facilities - CHICO	Franklin Coorly 86 Fr) Suation Mator. Bernardston Orher	Pictrisma wind, rigidadis carpellong with othe Receiong on approas. 72 cm/s	See, 955, 90	Franklin
State Pacifies - SHCD	Frimitin County 85 h.2 Squaktinag Natural, Nochfeld Other	Raplaco ili oktronsing caspilling with new tile in agurez. 12 of tile 20 units	\$44.995.50	Frankles

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Task Force	Project fills	Project description	fotal Federal Act Request (5)	Cety Town
State Facilians - DHCD	Frankin Gausty 705-2 Notfolieki properties Raaf	Poljsker rozik su niku vijis of 183 Skority Pozukeju	\$47,250,00	Franklin
State Facefries - DHCD	Frankin County 867-2 Squakheag Village, Neuthfield Roof	Robbow off and strong new rooks (strong hour line property	\$60,750.05	Pramitan
State Pacifiles - DHCD	Frankin County 952-1 Shalton Munov. Replace the 25 year all roof with now Beneardsfon Roof	Poplace the 25 year dat not with new	\$64,800.00	Franklin
State Pacifies - DHCD	Praistn Ceusty Other Sussinatulay	VIOUR CARBATERON - No Was 19 Me & allower head Battistalizati	\$30,000.00	Francisco
Stat Facilities - DHCO	Prankin County Regional 867-14 Othor Gustainotiffy			Flaskán
Spara Facelines -DrvC()	Gardner 967-2 Electrical	Folderal Philife Maria Electric Shifth thron mandermen for 10s and 15 stary details high raw building. History service is trading, very hard to resist replacement is required.	\$63,825.09	Gardner
State Papilities -DHCO	Gardner 200-5 Other	VD2803 90/80	\$3.560.00	Galdiner
State Facilities - DHCO	Gardner 200-3 Other	Val.000.900.000.000.000.000.000.000.000.00	\$3,000.00	Gardner
State Factories - CP-LCD	Gardner Size Confisions	64,516.03 \$2,50 \$2,50 \$3,	\$67,000.00	Gardner
State Facilities -DriCO	Gardner Other Sussamatility	Value Cerulevicon - lor don tale & allore i lea livedificat	\$45,200.00	Gardine
State Facatries - C1+CC	Gardeer 657.3 Other Sustainablity	SCHAFF PAIN (MIDISTON C. C. STATES & STATES AND CONTRACTOR OF THE STATES A		Gardney
State Facilities - DMCD	Generater 200-1 K.4.8	Та ранила Заполя Тактова Инвертителя Стата и 200	\$20,000,000,00	Gloucester
State Facilities -01-100	Gloucesto (87-5 HVAC	Replayor # 30 pail-old \$5,000 E/10 Gar-feet Boels	\$62,370.00	Свисеван
State Faulties - DHCD	Geougester 667-1 Rays	FOR SALES AND ADDRESS OF THE PROPERTY OF THE P	\$63,767.30	Gloucester
State Facilities - DHCS	Glovovester 667-1 & 2 Bing Env		\$85,475.00	Gincester
State Facilists, OHCO	Gleucester 200-1 Roof	Picplacy 7,005 5.1, stropp usking yn 45 baddorgs	\$297,675,00	Sleucester
State Facdeles - DHCC	Glowcester Real	EMS Float register Receptive Park & treats	\$240,000.00	Glaucester
State Facilises -DHCD	Gloscoste: Other Sustameriby	Winn Christoson - Da Box toll & stoner food assistant	340,000,00	Glaucester
State Facilities «DMCD	Grafton Other/Sustacionisty	Versky Cocasivation - Eur Bink Wats & Stonett Inval sinstallation	\$30,000.00	Gration
State Facdates - DrsCD	Griedly 567 HVAC	VEATERS HALVINY	\$18,225.00	Granty
Siete Faudury - DHCD	Grantey 667 Electrosal	CE V823	\$18,900.00	Grantsy
State Facilities - DHCD	Granity d67-1 Other Sustaingbilly	State Peroit Installation - Carolidate sile		Granti <sub>1</sub>
State Facilities - OrtCD	Great Barington Site Continons	AGA: 987-1 (with odd)	5564,955.00	Great Barrings
State Facilities - DHCO	Great Barrington Root	EMENTER. New Goldes & Opinity als	\$21,875,00	Great Samriff
State Facilities - Diricid	Oreanskii 689-1 Biog £nv	(1992) I This wildows	\$10,820.00	Greenfield
State Facilities - CHCD	Greenfield 705-2 Bldg Env	(κρίξε λ. Σίν Μοτίγιν)	\$11,137,50	Greenfeld
State Faceboy -OHCO	Greenfield 705-2 Bitg Env	(9) (4) (5) (5) (1) (1) (1)	\$14,197.50	Greenfeld
State Pacifies - DetcD	Greenfield 105-2 Bitg Env	8 sky titles og dyds	\$21,650.00	Greenfield
State Feddams - DHCD	Greenfeld 705-2 HVAC	keydach 2 bekilks	\$27,000.00	Greenfeld

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Tabh Force	Project USB	Thorst biochim	Total Federal Act Request (6)	City Town
State Facesters - OHCD	Greenfield 705-4 149AC	replace d busines	554,000,00	Greenfield
State Facilities - CHCD	Greensletd 705-2 Bldg Env	(E) 6.2 (d)/jorgs	554,000,00	Greenfusta
State Paciettes - CHCD	Greenfield 667-1 & 2 Bidg Env	1908/0-27 WHO TO SHOULD BE A S	\$100,237.50	Greenbekt
State Fabilities - DHCD	Greenfeld 705-3 HVAC	(KIDA) (2 VORM)	\$135,360.90	Greenfield
State Facilities - SHCD	Greenskijd 200-1 Bidg E.IIV		5553,500,00	Greenfield
State Facaloss - Disco	Gruendeki 200-1 YVAG	POSSE 41 Dislois	2553,500,50	Greenfield
State Paciatios - OHCD	Greenfeet 200-1 Other		\$10,000,00	Greezifield
State Paciaties - DHCD	Creenheld 202-1 Other	V0.05/9 V0.05/5	\$10.000.00	Greenled
State Facilities (24CD	Greansplu 200-1 Other	VARIO PRIATO	\$10,000,00	Greenfield
State Facilies - GricD	Greenfield 705-2 Other	VIEW VPOR	\$2,500.00	Greenhold
State Facilities -CPACD	Gasertesa K. & B	подотнення	58,165,418,44	Greenteld
State Facilities - DMCD	Greenfoots Other Sustainminty	Wash Correspondent - See fine table & Howel Plant Institutions	\$40,000,00	Gseerseld
Sish Facilies -OPCD	Grottin Officer Sestainsbary	Wider Cooperation - Dor Box tolks & stroves Ingo databases	\$18,000,00	Geston
State Facilies, Derco	readey 647.705 Other	HEADTON MIND ON ORIGIN ORIGINAL TO CONTROL OR AND THE TOTAL TO CONTROL ORIGINAL TO CON	96,750.00	Найву
State Facilities - DPCD	Hedrey 867.705	Obset to accommission for teaching recording score also does. Vestitude received to event licenses bash to a fund than beat in 1 than seen is used therefore year many short week for teacher. The taken	\$40,500,00	Hadiny
State Facilities -DMCD	Hattey Purnang		816.000.00	Hadley
Stafe Pacifins - DMCD	Hampstitre County Other Sustamibiting	YOURT 18 JULY INSULTION	\$20,500.00	Mampshire
State Facilities - CHGD	Hampstree County Regional 307-19. Chron Sustanahility	SOAR PRINT POSTATION CONTRACTOR C		Hampstere
Siste Fabilities - DHCD	Hanson Sewerage	2.030	\$10,006,00	Hamion
State Facilities - DHCD	Hanson Other		563 999 32	Harson
State Facilises - DPCO	shiltons	100 YOOK OATOON FINANCIAL AND	\$3,240.00	Meetrall
State Facilities - CP4CL2	Haverhall 697-4 Cities	Contiguist Radio.	\$6.750.00	Haverhill
State Facatory - Orsco	Novertell 557-1 See Security	II) Encryy Wike	\$9,450.00	Hayartali
State Facilities -CHSTD	Haverfull 557-3 SAp Carditions	Injury Calci basis	\$10,800.00	Havechill
State Facilities - OHCD	Haveilvill 705-2 5kb Coleddiens		\$10,850.00	Hazartuli
State Facilities - CHCD	Haverhill 867-4 Cityer	directions and scrokes.	\$13,500.00	Havortill
State Facilities - DHCD	Mavernill 705-2 6ktg Eriv	uglings , 24 to ris	\$13.500.00	Havertell
State Facilities - DHCD	Haveitrill 567-2 Ster Candidens		\$13,599,00	Havertell
State Facaties -DMCD	Haverinti 957-4 Blag Env	Papiera 20 bahang orationen dicas	\$13,500,00	Haversill

pre-Mobilinskon Effort - State-Reviseurd, Snovol-Ready Project Ger

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## Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Tank Pocen	Project US	Proper description	Total Pederal Act Request (8)	Cryr Tewa
State Pacifices -Creco	Haverhill 667-4 Site Separity	Sequely Camples, 3 on the behing stop, 3 on the Exsex Street sale, 4 is the Solution and 3 to the Coultyard	813,500.00	Havefull
State Pacifiles -CHCD	Havering 887-2 Canor	Community Room and Lauridy Room Roo Reglacement 2405 stall.	\$19,440,00	Mavertiff
State Facilities -DHCD	Haverhill 967-3 Sike Conditions	Community Ream and Landay Roam last S. 2448 og, ft.	\$20,259.00	Haseshill
State Facilities - Divicio	Havehig 205-2 SAs Saculty	Cate depositely Legislang 10 Igns 1 To bushings 786 Links.	\$20.250.09	Havebis
State Facilities -CHCO	Haverhal 705-1 Blog Env		\$26.250.00	Pravorted
State Paddles -CHSD	Praverbill 705-1 Site Conditions	DISPRESON LINES TO AFRIES 3 EARBOOKS	227.000.00	Haveshall
State Pacifices - DefCD	Flaverrid 867-1.2.3 and 200-2 Sire Conditions		\$27,000,00	Feyworld
State Facilities - DHCQ	Haveristi 887-1 Site Cardibus	id wood birletidying yelicu act réplicar elli. Yu'y l	\$27,000,56	Hawkild
State Facilities - DHCD	Haventull 667-4 Bldg Env		\$27,009,09	ravechill
State Facilities - DHCD	Placestist 705-1 Site Socurity		\$27,506,519	PSP New Sub-
State Facilities - DHCD	Havehill 206-1 HVAC	i emelgy, efficient gos baners	\$32,466,50	Maver hill
State Focilees - DHCD	Havehill 899 Blog Stw		\$32.400.99	Hayerteli
State Facilities APPCD	Havedtull 667-1 Other		\$33,759.00	Haverhill
State Footbas -DHCD	Harottek 200-2 Site Conditions	Bart Kinyang Karas Se Lehindad engi koncang derna and essabilikan	\$33,750,00	Noverteil
State Facilities - CHCD	Haveshill 206-1 Other		\$50,000.00	Haverbill
State Foolities - OHICO	Havefliff Other	Violenty (cf. dt.)	\$50,900.00	Haverhall
State Facilities - OHCD	Havernië Other		\$50,000,00	Haverhill
Seate Pacifings - OHCD	Ничатт Офрг		\$50,000,00	Hawarfell
State Facebass - DHUD	Havathall Other		\$50,000,00	Haverell
State Papagies - DelCD	Haverhit Otter		550.000.00	Haverida
State Facilities - DeCD	Minecial Other		\$50,000,00	Plaver full
Statu Facilities (DRCD)	Haverbill Other		550,000,00	Haverbill
State Fecilies - DHCD	Harrichill Ottor	VASANT (FIX)	00'000'000	Havorbill
State Pacifies - 0400	Havnchill Cisher		\$50,000.00	Haverhill
State Factories - DHCD	Payechili Other		\$50,000.00	Haverhall
State Facilities -01400	Havakili Other		260,000,00	Havertill
State Facitizes - Directo	Mayedull Other			Haverhill
State Pacifices - DHCD	Hevedull Other	ALIAN PROPERTY.	250,000,00	Hayechilli
State Facilities - DHCD	Haveihill Offher	V6.507 (154)	\$50,000,00	Haverbill

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Task Force	Projectuite	Digital Association	Total Federal Act Request (5)	Crty Tour
State Faceties - Disco	Haverhill Stephosis	(Astonic Kennedy, S)	\$1,420.671.40	htg wortholf
Sake Facelies, CHCD	Haverhall Roof		\$382.979.80	Havertell
Slave Facilities - Divició	Haverhill 527-4 Okter Sustainability	Súla Pádd Intalkida Caridatis shi		Haverlyll
State Pacities - DHCD	Hegsan HVAC	EATS Belei Royald & You WH Tark	\$18,750.50	Postgham
State Facilities - Diricio	Holbrook 687-1 Site Conditions	and valloways to confirmed.	\$20,250.00	Hylanosk
State Facabes - DIACD	Holbroid 667-2 HVAC	WW900W	\$20,250.00	Hollanook
State Facilities - DHCD	Hefbroak d67-2 Roof	Peptina 900 s.J. shegle nating	\$67,509.00	Sollarpok.
State Pacities - DHCD	Mabrack 567-1 Electrical	Support decine is RA Planty yiels	\$151,290.00	Hollin ook
State Faraktes - DNCD	Hatbrook 705 Roof	ROBBLE 3120 S.A. Islauje noding on 19 budshays	\$216,690,00	HOEVDOK
State Facetors - DIACD	Halbrook 867-1 Billig Env	Paniwe and Regions orders with a state of a	\$275,080,00	Helicock
State Factores - Divicity	Hobinak 705-1 Other		52 500.00	Political
Charle Facelles -DHCD	Holkmosk Other	Via 2000 y Via 1000 y	57,009,00	Hollenak
State Pacifiles - DHCD	Pistingsk Otto/ Sussainabibly	Waler Conservation - New Bole Lobel & strokes Head Total Basinson	\$30,000,00	MoBerook
Star Fauthes -DHGD	miklen 667-1 Caner	Pople and their suppring on the contraction of the	\$1,485.00	redber
State Packing - CHCD	Hutten 667-1 HVAC	Posen 2 heating an contributing units in contributing that are not working, triplet programmatibe and Robel Perposass.	\$4,185,00	Hotson
State FacRites - DHCD	Philden 667-1 Silo Conditions	Landcaping, Reprinte overgown trees that pows a task to buildings, Replacel work show growing as decarable been. Clear build Sawier gardens that have depositive blocks approximate before and more. Performs and more.	\$11,475,00	Hoden
State Facilities -UMCD	Ploiden 705-1 Bidg Env	rot, etterny	\$11,889,00	Holden
State Pasitities - DMCD	Hulden 567-1 Site Security	Propose backers on all bordings. 36 and droats on 4 buddings and 8 community budding doors. Review 25 instead droats for new coader key unquested to CAR at 2005.	\$15,650,00	uagiou
State Facilities - DPICO	Holden 660: 1 Batg Eliv		\$27.009.00	Hotelen
State Facilities -DHCD	Holden 705-1 Ste Security	on pressure soulon vopol temps. Die lightety is very din and nat adequate also ancegnand noting is abastrag to detections and	839,275,00	Holden
State Facilities - DHCD	Huldes Other Sustainability	May Contribut FW (No told) & Frank Hidd ISSalting)	525.000.00	Holden
State Facilities -DHCD	Hollisten Other/Sustainability	Wash Cookerason - Ym Dwi Tabel & Sonnel Pest on Bulleton	\$20,000,00	Hollestan
State Facilities - DEFCD	Helyoka Siebel Aparenents Comp. Mand.	increase efficiency and merekatably of 57 mile or elseny housing. Complete Riches and built releasibilition, rich wordows and temperation of acceptable softs.	\$7,624,758,15	Нофике
State Facilities - DHCD	Holyoke 667-3 Other	V2005/y (P) (S)	\$10,020,00	Holyake
State Facilities - DHCD	Psilyoké Sila Conditions	Size (MIS) or SUP.	\$167,172.00	Hożyako
State Pacitions - DMCD	Peyedalli Other Sustainatkly	Week Conservation - 2m few to the 6 strongs to the distribution	\$32.800.00	Hopedale
State Farabes -DISCD	Prophetical Caser/ Sustainalcaky	Virtue Caracran - Nor Nor Lines & Street Peal incliding	\$50,000,00	Hoppingon
State Facilities - DrtcD	riydagı 567-t Electrol	(In S. Ind FeSion)	58.100.60	Hodison
State Facilities - DHCD	Hudson 667-2 Electrical	GF kilorei ind byli 691-2	\$11,890,00	Hudson

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Task Force	Project fills	Physic description	Total Federal Act Request (\$)	City/ Town
State Facilities -DHCD	Phodson 6674C Blag Env	ss et dat 1.3 buolishinys, 667-2 teplainea raines, Tariar, gothlers annit datid	\$47.250.00	Fordson
State Facilises - DHCD	Pluzison 867-2 Ciner		\$59,400.00	Philison
State Facilities - DHCD	Prudson 689-1 IPUAC			indson
State Facilities -01400	Hudson Ollen Sustainathlin	dictor. By New York (1004 & Storm) Resident Storm (1004 A Storm		Hufson
State Facilities - DHCD	Hull Other		\$5,000.00	무막
State Facilities -DI-ICO	Pr.# 200-1 Onter		\$7,900.00	First
Steel Flecibles - DHCD	Pull Otter		\$7,550,00	in the second
State Fauless -0H20	Pt.# Ste Corditions		\$68,000,00	Holl.
State Produce - De605	Huld Bidg Env	Denty rigidistant	\$287,848.50	10,28
State Facilisin, -OHDD	PLS NVAC		531,262.00	14,3
State Pacifices - OP/CO	hist Roof		\$12,500.00	Hote
Slave Encilees - Dr4CD	Igswetzi 705-1 Other		\$20,000,00	Ipswei
Slate Faciliars - CHCO	Арамист Оле Самайаля		524,906,00	(pewpos)
State Facilities - 09-00	Spawish Skig Env	STOL SECTION OF STATE		(Dowest):
Slake Focialists - Directo	Ippersola Other			pswcl.
State Facilities - CHICO	Kingston Other/ Suctamobility		\$26,020,00	Kargstan
State Facetas -Orozo	Lanchster Other Sustainabolty	VP (ENG. & SICPAL PEBG ASSAURT)	\$30,000,00	Lanuayeer
State Passites - DMCD	Cawrenca 967-1 Elevator		\$47,255.00	Lawforide
State Feather - OnCO	Lawrence Elevator		\$827,708.03	Lawforce
State Paciales -0+00	Linwence Chedical		\$724.539.56	Lineacione
State Facilities - DHCD	Learnings 687-1 Other Sustainability	ER - CARIFORNIA 1/19		
State Facilities -DetCD	Leo Ottse		\$126,592.75	-66
State Flezukies - DHCD	Lee Site Considents	EMS. preved submittee to the contract of the c	\$236,611.56	997
State Packilles - 2140.0	Lae 705-2 Omer		31,500,00	407
State Factions -DHCD	Lee 705-2 Other		\$2,500,00	107
State Pacitates -DHCD	2.84 765-2 Cener	999	\$3,000.00	139
State Papièles - DHCD	Les Other		\$17,009.00	ree
State Padistes -OHOD	Lan Other/Sustainability	ajao - isia fone isiael d. sinovet reeat ursishation	00 000 975	The state of the s
Starb Facilities - CP ICD	Latossier Officer	Vacinay citis	\$10,600,00	Leicestor

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Task Poses	Project 1988	Project amengalism	Total Federal Act Request (3)	City Town
State Pacifies - OHCD	Sellonx 705-1 Other	Vecking (Histo)	52,000,00	z entox
State Pacifics - OHCO	Centex Site Contillents	EMG. Deliyated Vin Kaley GE7	1023,627.01	cenox
State Paciales - OHCD	Lynnyc Real		\$56,200.00	Cenox
State Facilities - OHCD	Ceres Size Conditions	EMCAERO Reputarplacement de Biol Valungy.	\$18,000.50	Lphox
State Pacifies - DHCD	Lenax (Zheri Sustematrifity	Water College reliefe in the Real Dollar & Strong Fleed instablishon	07.005,853	, enbx
State Facilities - DetCD	Leansander 687-1 Olani		\$78,300.00	Ceontansias
State Facilisies - DHCD	Leoninater Other		52,159,050,00	Leaminger
State Fabilities - DHCD	Leernandsser 206-1 Oillier	980597   Hidd	52,355,280.00	Leonansker
State Pacifies - GHCD	Leoninster Electrical	ZIBZ, SGTA III SIRIN	\$254,990,00	Londymater
State Facilities - GHCD	Labridades HVAC	THE PROPERTY OF THE PROPERTY O	\$22,560.90	S,equents) er
Skile Fabilities -DHCD	atistiy	SOURT READ FASABLESS:	641,609.00	Labrander
State Faciliars - OffCD	Learninsser 867-4 Caneri Sestimatiby	SAM Pael totalates Caldata all		Leomaster
State Pacebas - UNICD	Linitigion, Other	EMSIZER Abbalon Removal Pung Bisaskan	823,706,550	Losingades
State Facilities -OHCD	Lexington Carer		\$19,000,00	Lensogram
State Pacifies -DHCD	Laleban 557.1 Bkig Erry	Republic common halkedys wells and celebys, extens on spaningen books and son. Repairly wellson visit and building energiate, identify and statered	\$16,200.00	Ultipical
State Facebees - Or10D	Lateran S67-1 Bidg Env	MINIST INV ROLD CONTROL Followys, 12 bishowys, 16349 with stat. Troug and stats, 13 90ps, 12 statywys	\$44,600,00	Urbetosi
State Facilities - OrtCO	Citietan 967-1 Pharabing	Register pointson broader so routing suspit, fibrats. Backfoor previouses, present broad whee, pressing reflect, assembled tables, assembled tables, assembled tables between tables and tables.	5112,677,73	, reference
State Pacifies - 045D			5816.454.00	Lattehon
State Facelies - DHCD	Littleton Other Sustainability	Wilet Guiserald. On Tox York York Tox Y	524 (000,000	Littorioni
	East Longariebalow 867-4 Other		\$10,000.00	Longmendow
			523,000.00	Longitzendow
State Facilities - DHCD	Lowest Project 705 Walker St. 50g- Coordinans	York letter 2016s 17. Founders and resynthate malkenings and theretony.	\$17,718,75	Cornell
State Fausties -DHCD	Lowell Project 689 Nestrub Street K. & 8	wei Priệt đã Trends Stref & Thái lan 20p. U. Seplad Köner Since	\$21.262.50	Lusell
State Pacifides - Orfice	Lowell Project 586 285 Monitmack St. Bldg Env	Ower Priget 1897 255 Materials St. Wook tan 2010-10, Populas Vanions – 26 vanions.	\$23,031.00	Lowes
State Facilities - DHCD	4,		\$26,932.50	Lowell
State Prodries - OrtCD			\$27,641.25	Power
State Facilities - CHCD	25	Yantanire - 32 doors,	528.767.50	Lorent
Since Facekes - DHCD			529,767.50	Lowes
State Facilities - DHCD	Load Project 689 Nosmus Street Other	Work New 2008-14: Removed of avorator sculators – busing pains.	521,155,00	cowell

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Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Porce	Project title	Project description	Total Federal Act Request (5)	City/ Town
State Facilities - CHCD	Lowed Proped 689 Newhath Street HVAC	Volunt, Natir 2005-13: The daring System - V Porumi Indi walter gas	\$35,437,50	Comete
State Facilities -DFCD	Covel Project 705 Grand, Ware & Howard St. Sko Coaddrans	Word Hein 2004-16. Fireboo materials and altremays.	\$35,437.50	Cowed
State Facilities -OHCD	Cowyk Proposi 839 Nestrelli Sinset K.S.	Some Progest 1938 teachth Drost K.G. Weak Bain 2008-12. Presiden bailteann & Loudy wester-two baths.	539,699,00	gawo.
State Facilities - DMCD	Lowes Project 689 725 Merrinide St. Steptical	V.G.	541,107,52	COSMES
State Facabays -DHCD	Lowest Project 867 111 Hadretti St 30a Conditions	Ower Propert 867 11 Hebber 15 Stell (Viol. Ben) 2019-23. Recourse ID Chrown ps.	\$43,665.00	Sewo
State Facilities - OHCD	Lineal Project 706 Dutter Street Biby Env			gavo.
State Pacities, OHCD	Lowest Properties Nesnath Street Rao		\$59,535.00	2.0w0.F
State Papilities, OHCD	Lowell Project 888 Nestribit Strive Blog Work Bent 2009-8. Replace Sulay Env		580,797.50	Specia
State Facadese -DMCD	Cowell Project 867 111 Hildrein St. Other		685,020,00	cowes
Brate Facilities - DNCO	Cowell Project 705 51 Lane, 106 Libery, 89 Water Other	Word Spit (252-7. Capacity Replacement - Calmign Alexa	587,855,00	l, owell
State Facilities - OHCD	Cavell Project 1589 Nesmith Street Other			Lower
	Lowell Project 705 68, 30-84, 102-104, 109-111 Grand Street K & B	Lookel Project 755 68: 102-104. Vision twen 2020-1: Borpzouin Removalens—12 bathbourns, show factores. Box's and pleating.		gano
State Pacifies - DEICO	Cowell Project 589 62 Otheriol Ave 845g Env	1964)AI	\$116,235,50	Lowel
State Facilities - OHCD	cowell Project 267 111 Historia St. Officer		\$117,652.50	gawo.
State Facilities -DPICD	Lowell Project 687. Lakewew. Hale and Concord St. Roof	\$6.90, 5819; 016 1907.	\$120,487.50	- Sawes
State Facilities -DHCD	Cowell Project 857 Lahessew Ave Corpord Steel Hile Street Bidg Env		\$137,487,50	Lowes
State Facilities - DHCCI	Cowell Project 967 Liskeview, Hale and Concord St., Sile Conditions		\$142,465,75	Cryscil
State Pacables - DHCD	Cowoli Poped MAIO1 Horth Common Village Family Development Sitz	Wait Bait 1955-21: Sie improvinsing - creating compasts (brain), lenting, benches, Landscoping, palobag and statis control). Development about public elementary school that will benefit.		Lowell
State Facilities - CHICD	Lowel ASS-3 Clinar	Valida (child)	5300,000.00	cowell
State Paceties, OMCD	Lowell Orten/Sustainahility	Waler Censercoan - Ev Bowlode & Shover lead shouldean	\$30,600.00	Rasser
State Facilities - CHCO	LisiRow 567-2 Bally Envi	Richard (3) double down Jord 1973 with registers the finance	533,750.00	Luthin
Stars Facilities - CHCD	Ludav 967-3 Ofter	Relation sing the care 1982 with sub hearing and sleps Squares.	\$33,750,00	Cuckopy
State Pacificas, OHCD	Ludlay 667-2 Bldg Env	A vomplant doors, Current dows see non AQA complant, exoting and defects to spein and close by elberty-disabled	\$53.750.00	Codow
State Facilities -OMOD	Oudlow 867-2 HVAC	Replacement of Healing Links - Curemosity Phonin 667-2 Development.	\$33,750.00	(40gps)
State Facilities - DI-9CD	Livillow 667-2 Site Constronts	Papisoring of paking to manyles of a 1944.	\$33,750.00	Ludiow
State Facilities -DHCD	Ladlaw 705-3 Other		\$250,000,00	Cudion
State Families -Orico	Ludhaw Plays		\$355,730,00	Lugow
State Papalates (DHCD)	Ludlow Otheri Sustainsbilty	Novo# Pr04 403(B/7)	\$30,000.00	Custow
State Facetiles - DPCD	Leithw 45/-1 Other Sustainstally	Schle Panel Insulation - Carriothie lain		radge#

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Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Policy	Profest (69)	Period despitation	Total Federal Act	Short Town
State Facilities - DHCD	Cameritang 457-1 Caser	Vestory rollate	\$1,595,662,36	Lundstaburg
State Facelless - DHCD	Lunenberg Other	EME: FOM, the Eugh Report	8311,856.18	Consentation
State Pacelles - DHCD	Lunenburg HVAG	Sosseability of Efficies to Cas Catherison - Heal & DFR	50'000'000'5	Lundriburg
Stote Pacifica - DHCD	Lunemburg Cther Sustainabday	When Consensation - Each Rise Chief & shown head sessiblished	\$22,840,66	Briedslawn
State Facilities - DVCD	Lyres 887-4 Other	Coagaina Plasa - Replace endrag hallong cancertifiers 2-1-15 with UCT die Approximately Stool per flace (SSO stat) – Inchafing cuspet remend act includation of wall toon Estmate received from Kowa Steen Coap	\$22,781.25	uaf.
State Feuties - CHCD	Lynn 123-705-A 123-705-C 123-705-18	Flat Roof Replacement 17 Replacement 12 Replacement 2 is to Washington Room	\$124,206.66	Lyon)
State Facetary - OHOO	Lyter of 7-5 Reof	Nocion Hunson – Sult Root Replacementalians). Apparomnialy 113-02. Estimain violental frank frencia Inc.	\$120,000,00	-you
State Facilities - OHCD	Lynn 687:3A Bldg Eav	Wedern Cout Site Stipus Phase () Budfoy Ast and A-5	\$742,500,00	1,890
State Facilities - OHCO	Uyan Site Cardinors	Policy 2 Self drainly?	\$1,600,080,00	Lynn
Stole Facilities - DHCD	Lyna Blag frv	Рода с Евгобаза Перан: Садраю Риза	570.000.03	Syren
Grate Feptidies - OHED	Lyra food	EINST GAINS & EAT ROOM, BACKER No.	5977,256,53	5,950
State Facilities - OHCO	Lynn Obser	(4) (2) (5) (4) (4) (4) (4) (4) (4) (4) (4) (4) (4	\$6,000,50	cyrra
Slavii Pacifeis - CHCC	Lynn 6877, 607, 2407, 24, 927, 23 795, 92, 92, 705, 14, 705, 16, 705, 16, 705, 16, 705, 16, 705, 16, 705, 105, 28, 705, 28, 705, 28, 705, 27, 705,	Улитеру Екскентайну редект. Сетере-векток Билеу Ректорите Осилей в 10 known денецириней-258 known чий	51,324,369,96	7,3441
State Facilities - DHCO	Makhen 200-1, molt cemenstien, vertilgtion, 41-43 Colentan	Toold replacement, versibator, 4.4.3 Gebrare	52,790,000,00	Maiden
State Facilises - DHCO	Masten Other	TO SHOW 1 (1910).	54,480.00	Majden
States Facilities - DHCD	Wasten Other	AND STORY (N. 1975).	54,480,00	Statutes
State Facilities - DHGD	Majden Olber	WORTH WINDS	\$4.450.00	Malden
Slare Facatues - DPICD	Melben Officer	42.00 y 18.30	\$4,460,00	Alekten
State Facilities - DHCO	Matten Other	VACIONE 18 (18)	\$6,480,00	Missien
Slaw Facebes - DHCD	Makten Other	W.C.B.C.P. (S): (B): (B): (B): (B): (B): (B): (B): (B	\$4,480.00	Rances
State Facilities - CIHCD	Medden Other	VEX.VVV) 99.307	\$4,480.00	Madden
Stato Facilities - DHCD	Melden Offier		\$4.460.00	Makken
State Facilities - DrtCD	Masden Other		\$4,486,00	Malden
State Facelies - DPCD	Maister Other	VACONIC STORMS AND	\$4,480,00	Masses
Stato Pacifites, DirCD	Malden Other		54,480.00	Makking
State Packties - DHCD	Makken Cetter		54,450,00	Addition
State Facalities - Drift D	Malden Ottor	VARIOUS SCHOOL STATE OF THE PROPERTY OF THE PR	\$4,460.00	Madizen
State Facilities - CHCD	Adolisen Coner	(Applies) (Applies)	54,480.00	Achiben

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## nfrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

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Task Porce	Project title	Probat description	Total Federal Act Request (8)	City Town
State Facaties -OHCD	Meldan Other	Varancy (enab	\$4,870.00	Maiden
State Facilies - DIVED	Mosten Other		\$4,872.00	Majdan
State Facilities - CHCD	Maliten 200 Other	$V_{\rm BS}(  Y_{\rm B}	\$5,080.00	Walden
State Facilities - DHSD	Molden Other	78.20% (20%)	55,080,00	Malden
State Facilises (DHCD)	Matten Other		\$5,080.00	Atalden
State Facilities -GnCD	Malpan Cither	монительного положения по	\$5,080.00	Walders
State Facilities - 5140.0	Maiden Other		55,080,00	Makten
State Facilities -DHCO	Malden Gener		\$5,080.00	Malden
State Facilities - Dept.	Midden Other		25.080.00	Matthe
State Pacatives - OHCD	Mostlen Ceter		00.090.00	Mattheo
State Facaties - DHCO	Maiden Oper		95,080,09	Walden
State Faceties - DHCD	Makter Ottoe		95,090,00	Makten
State Fracatives -(04CD)	Moklen Office	VICTOR (STORY)	96,500.00	Makken
State Pacifies - 04/CD	Mobben Ortac	VECTOR OF THE TOTAL OF THE TOTA		Magden
State Facilities - DHCD	Madden Other		36.800.00	Mattern
State Facaties - CHCD	Maken Otter		36,800.00	Malden
State Pacifices -(29000)	Shaldon Cityer			Maggeo
State Facilities - Drittip	Alakden Other	VERSON (N. N. S.)	\$5.6htl.90	Maloren
State Facilities - CHCD	Malden Caher	EMS. Territe Ustrage	8410,000,00	Mardeo
State Facalities - OFICE	Maiden Other Eustanabiliy	Specific (1908-1808) (1908-1808)	\$40,000.00	Matthen
State Problem - OHCD	Matten 200-1 Other Sustainability	Epit Paris Frontieres Cardinates		Kašderi
State Pieckies - Cerco	Malden 200-1: male remadadien, ventlation, 41-43 Caleman	SIGN STEPHENS (VIN) SECURISOR, 41-43 Celebrary	52,790,000,00	Mellen
State Feublies - DHCD	Manchester 705-1 Ste Conditons		\$16,740.03	Marcherter
Skate Fackites -DHCD	Mandabster 705-1 Rood	PROCES 2, 157 2, 15 (SINJER 1008) 3 2, 157 2, 15 (SINJER 2008) 3 2, 15 (SINJER 2008) 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	\$34,865.00	Manchesser
State Fucktures -QHCD	Manchester 705-1 HVAC	AND THE PROPERTY WHEN THE PROPERTY PROP	\$50,287.50	Markatester
State Facettes - DHCD	Mansfels 887-1 Olber	Algebra Registrations	\$40,500,00	Manofeed
State Facioles -DHCD	Abansfield 867-3 Other	Application of the properties	\$56,700,00	Mansfeld
State Fechicle - DHCD	Mensilesiz 200-1 WALC	Pagaca Hashing Funnsion in 10 Harons	\$67,500,00	Mansheld
State Pacifiles (DHCO	Manstrold 667-2 Other	Application to the properties of the properties	581,000.00	Mansfeld
State Facilities - DHCD	Mansfield 705-2 Blog Elv	Performance of the control of the co	\$108,000.00	Manofield
State Facilities - DHDD	Monsfleth Cump, Mod	PHER 1891 CO95 (1933)	5216.563.53	Mansfield
State Facilities - DHCD	Marsfeld Roof		\$112,664.40	Mansheld
State Pachtigs - DMCD			\$119,954.00	Mansfield
State Facilities - (INCD	Manasiald Electrical	EWS REPO 2001 Electrical reports	\$18,900.00	Manstroki

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Infrastructure Mobiliza	Infrastructure Mobilization Effort - State-Reviewed, Shovet-Ready Project List	Shovel-Ready Project List		
Task Force	Project title	Project description	Total Redenal Act Request (5)	Cityl Tox
State Facilities - CHCC	Mansfeld Other Sustainability	Waler Conservation - Your Boar tales & shrower tread instalkasion.	\$38.059.00	Mansfeli
State Facilities - CHCO	Mansfield 867-3 Other/ Sustainably	Solar Parej installation - Careatine sie		Mansfeld
State Facilities - CHCD	Marzietiead Other/Sustavazidiy	With Cotts/Policy - 3rd Bod 1918, & Store (1918) & Store (1918) & Store (1918) & Store (1918)	530,000,00	Sarbehead
State Facilities - OPCD	Matherough Elevator	ELLS. 65.3.3 (MeVS) I	5446,936,00	Mailbarough
State Facilities - DMCD	Marstelell 705 Other	Victory (Victory)	\$5,000.00	Marshbed
State Facaties -CHCD	Mustifield Other		36,000.00	Macendaria
State Facilities - CHCD	Marshiedd Other	VICTORY 1873	\$16,080,00	Marandeld
State Facables -CHCD	Błacznieki Cener	PASSET PRINTS	\$30,000,05	Manabbeeld
State Facebook - CryCD	Makinpolisett Sta Conditions		\$10,000.00	Mattapasso
State Pastines - DHCD	Markaporsett Phuntsing	EME: 677 second four shoress	\$137,240.50	Restapoisee
State Facilities - DiriCD	Mattapostett Other Sucramatity	Water Correspondent - In a flow below. A second throat 195,080 sort	\$20,000,008	Madiapolita
State Fordings - DiricD	Metapowett 667-1 Other: Suctangothy	Sold Pack Institute - Carbon 190 5/0		Mattapologic
Sease Pacitities - DHOD	Maynard 097-1 Other Sustaineblity	Sold Park Halden - Cardesse sate		Mannard
State Facilities - Dirico	Madrett Tuber Village Other	New sheby youngs. If a 7.24, Very solect, inclinant garage dons, additional sledge done entry	\$11.475.00	Prediski
State Facilities - DHCD	Mediteld Tiklen Village 83dg Sixv	Poplare 11 Apr. Des entrace Desire No light Designes, matters, casing, Suiting backdown set	\$19,824,75	Machiek
State Pacities -DHCD	Madfield Titlen Village Blog Env	Regimes 24 Camming Enry Dans a 18 solitings & Bods put balang	\$65,032,00	Stroctives
State Facilities -DHCD	Medield Other Sustanguling	WASK CONTACTORISM: BW FOR ISHE & SCHOOL READ HOLDER	528,009,06	Medicki
State Fanktes -OHCD	Methord Roaf	TOTAL	\$195.717.00	Mediud
State Facilities - DelCD	Mediud Otter		\$112,000.00	Mediad
State Feckles - DHCD	Mediund 857-C Other! Sumanatelty	Soft Parel Holsking Carlotab Size		Medard
State Facilities - Dirico	Alothony Other		\$40.000.00	Medway
State Pacieties - DACD	Melrose (65%) 165 Trendon St CAR - 2002 Roof	Poplace shope coll on 800 group serie, replace device pods and golders	\$20,250.00	Meirose
State FroMins - DHCD	Mebrys (705) 15-17 Fellswow Testace CAR - 2002 Red	Poplacie strictle root on 2 kandy home, replace gallers, dynarspods and house treets	\$27,009,50	Metrose
State Facilities - DHCD	Metuse 725 Other	VICTORY (FOD)	52,090,20	Melices
State Factories - DHCD	Wekusa 705 Other	VESSIVE (EVIL)	\$10,300,00	Melrose
State Pacifiles -OHCD	Nekese 705 Order		\$11.500.00	Metrose
State Facilities - CHGD	Msykose 705 Other	WELKING (PAD)	\$16,400.00	Metrose
State Pacatos -DHCD	Motose Other	EMC, Microphys 406 Lybaron 67	\$105,000,00	Melrase
State Pecifikes - 2HZD	Welrose Other	E.MS: 9771 SEVERIS-CONTAINING CHRIST	875.106.00	Azelices
State Pacifiles - OPCD	Metrose Other	EMG: 1821 Books Than Finansi pakekany EMG: Pinas I Flood Repairs standinost-signatur	\$30,500.00	Melose
State Facables - DHCD	Metrose Other	1,6 3,8 9	\$7,000.00	Metrosa
State Facilities - DHCD	Mendon Olher		\$25,000,00	Mendon
State Facilities - DHCD	Medauen 705/689 Roof		\$16,524,00	Methado
State Facilities - CHCD	Methues 705/689 Opter	Replace to change sheds the stream arts still in stars	\$17,280.00	Methodo

mon	Same bearing
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	Two or horses discovery

Task Force	Project title	Polytot davadifikan	Reguest (5)	Chy. Ton
State Facilities - OHCD	Methuen 697-2 Roof	Forpione noti stringles Bigs, 5 and 7 Using SHCD spec. He online Dess. Correspons H 2003 - 30 expenditura	\$19,440,00	Methues
Store Facilities - DHC()	Metinien 897-5 BKIG Enr		\$20,250,00	Methyen
State Facilities - DHCD	Methica 697-2 HVAC	Replace helding circulators (5 baldangs - 40 ants) & 2 banter occulator - (refluce operating cost by 1/2 entistableoment by 1/4)	\$26,620.00	Methoda
State Facilities - DHCD	Melsinen d87-3 Plumbing	Register 39-40 gA. Esse, not water tank (4 per building).	\$32.400.00	Metron
State Facelies -DHCD	Methurn 667-4 Plumbing	Forgisce 38 + 40 pet Ebb.; but white this ( 4 pet building).	\$12,400.00	Methagn
State Facilities (CHC)	derbuen 657-2 Bag Env		512,400.00	Methods
State Facilities - DHCD	Alectudes 887-5 Roof		933,D48.00	Methodo
State Facilities (DHCD	Methyen 657.2 Site Conditions	Arguette for the 3 miles of favorities.	\$37.800.00	Methued
State Facilities -CHCD	Merchan 887-5 Orner	Projector A. Maybridos and A. J. 20. Electron recommendation recom	\$45,900.00	upaugaga pa
State Facilities - DHCD	Mathum 105/689 893g Env		505,650,00	Mechien
State Facilities - DHCD	Methusen 667-1 Blog Env	Repairment of the control of the con	\$67,550.00	Methodo
State Facilities - OHCD	Mathuen 687-5 HUAC	жений один подпольно подпольно подпольной подпол	281,020,00	Mathem
State Facilities -DHCD	Method 967-3 Site Contisions	Particular and the control of the co	\$61,000.00	Me2nuvo
State Facilities - DHCD	Methaen 893-1 Colex	Response 45 intriguations and 40 – 20 gas stored	\$91,800.00	MeKisuess
State Pacifiles - DHCD	Mehsen S87-2 Otner		\$138,240,00	Mediuen
State Facilities - OHCO	Mathoen 687-2.3.4 Site Condenns	PORTING SATURNING SEVEN		Medius
State Facilities - DNCD	Mediuen 857-4 Other		\$155,520,00	Medianos
State Facilities - OHCD	Abetraen 667-3 Other	та в пределения в	8155,520,00	Methuen
State Faceties - DHCD	Moltusin 867-1 K.3. 8	POSSIVE SELECT (STORE) TO STORE SELECT STORE SELECT STORE SELECT STORE SELECT S	\$216,000,00	Melhuen
State Pablifies - DMCD	Medinaen 887-4 São Condrions	Reflectives in the Emissy factors.	\$263.250.00	Methuen
State Facilities - CHCD	Methwa 867-3 Stbg Env		5291,600.00	Methurn
State Facefines - DHCD	Mohtusin 667-2 K & B	положения положения в положен	\$345,600.00	Nipthysen
State Facilities - CHCD	Metniver 200-1 HVAC	PERFORM & P. VII. UNITED.	\$384,500.00	Methorn
State Pacifiles, -DHCD	Meesuen 687-1 Blug Env	Popped 200 aktolinan with Yksowy tightichnern withere	\$105,000,00	Methuson
State Facilities - 124CO	Mathues 667-3 Edg Env	Poppara 42 Bostos wood varieties into apparatus stories.	\$291,800.00	Methyon
State Facilities -OHCO	Afeknen Sile Cordakons	C.ZD Ste lifative	\$66,000.00	Meltipen
State Facilities - DHCD	Methuse Blög Env	EUC: 651-2 csamualy ballory writines. (pl	\$29,600.00	Methuon
State Facilities -CHICD	Methues Other	LIA SORIY	\$69,000,00	Methusn
State Faceties - CHCD	Mathusin Other Sustainability	Violer Conservation - Kin flow tables & strover tesel collaborar	840,000.00	Methodo
Stare Facilities - DHCD	Medifleboro 269 Other	V2007; (5%)	\$2,650.60	Médieboro
State Facilities - DHGD	Mittleboro 200 Other		\$2,000,00	Medileboro
State Paciebas - DHCD	Mediteboro 200 Other	ACM (CO) (CD))	\$2,000,00	Middlebore
State Facilities - DHCD	Middleboro 200 Other		\$2,090.90	Medalabaro
State Facilities - OHCO	Modeboro 887-2 Other	Vacinosy (1938)	\$2,000.00	Weddeboro

Application (Hart - State-Revenued, Should Ready Project List

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Tank Force	Prejactilish	Royal desciption	Tohil Pederal Act Request (8)	Cay Town
State Facilities - CHCD	Middleboro 667-2 Other	Victorials	\$2,000.00	Midraleboto
State Facilities - CHCD	Middlebaro 697/2 Other	VSCRITY PGS (8)	\$2,000,00	Mathebaro
State Facilities - CHCD	Middleboro 851-2 Other	VOIDT PRINT	\$2,000.00	Misselboro
State Facilities - DHCD	Alekshoro 667-1 Ollser		\$2,500,00	Meddleboro
State Facel/es -DHCD	Mddlebarough (Bher	TOTAL SILE.	\$194,221.76	WiddleEorough
State Facilities -OHCO	Anddiabalough HVAC	Electrical upper and to the properties of the pr	\$1,495,544,22	Middleborough
State Facaties - DHCD	Middle Dorough Pombing	PORT VAR PERSON	\$6.000.00	Mediteborough
State Facilities - DHCO	Medifebotosph Other	LP SARY	\$68.000.00	Afficiate to supply the supply of the supply
State Facaties - CHCD	Middlebarough Olbari Sussainattility	WHILF CONSERVATION - Now YOR'S & SHOWER GROSS INVESTIGATION OF THE PROPERTY OF	530,000,00	Attraleborough
State Facilities - DHCD	Michelon Office		\$26,000,00	Middleton
State Facilities - CHCD	Middleton Otheri Sustainability		\$30,000.00	Midgleton
State Facaties - DAICD	Albaston Other/Sustainability		530,050,00	Madeton
State Facilities -CHCD	Millard 705-1 Comp. Wed.	SAUS .	\$40.500.00	Meerd
State Facilities - DMCD	Millord 290-1 Site Cerubbons	VA. Repoil, Westl., Westberguoto 45 and positive. Power-Asia 16 plays. Planground Repails.	\$47.250.00	Millord
Sun Facilities - DHCD	Millord 705-3 Other		\$50,000,00	Millions
Basia Pacitides - OHCO	Millions Sire Conditions		\$69,000,00	Mitters
State Facilities - 2HCD	Millord Other	EAST-STANDS CONCRETE	250,000,00	Metopig
State Facilities -OPICD	Milligad Other/ Sussipinatelity	Wilder Strainstand	\$16,600,60	Mittod
State Facilities - JHCO	Kidthay 725-1 Other		\$50,000.00	Milbury
Brace Pacifieds, -DHCD	feitbory 867-2 Roof	Perfects 645 E. or guiter and 442 R. of Development on 5 buildings - fixing only	\$9,450.00	Millary
State Facilises - DisiGD	Sidhury 657-2 Roof	CONTROL NATIONAL STATES AND A STATE OF THE PARTY OF THE	\$111,375,00	Nedoury
State Facebass -CistCD	Milbarry Brits Erry		59,000,60	Militarry
State Packies - DHCO	Milbury Rost		\$33,000,00	Medbury
State Facebes - CHCD	Milleury Other Sostalerability	SEVAIDAT - EM SOM ISSEL & SHEWIN FIRM COSTAL MISS	840,000,00	Webury
State Facidies -DHOD	Was Other	NO SALE SALE SALE SALE SALE SALE SALE SALE	238,000,00	Meso
State Pacifiles - CHCD	Meon Other Sustaneability	New Hotel & strong hold nestidation	\$2,006.08	Miksn
State Papilities - DHCD	Monson 657-1 Sde Condeiuns	AZBORIA PAKO 967-1	\$96,525.00	Monton
State Pacifics -DHCD	Natural 705-1 K & B	Remove testing patists and september will study in storyed	55.400.00	Nations
State Papitios - DetDD	Nalsarr 200-1 Road	Repeire 80 A. Shrope contact and Substances	\$24,300.00	Nations
State Facilities - OHCD	Naham 200-1 8859 Env	Report 19 Windows and 34 fauth Course	381,550.00	Nahani
State Packeles - DesCD	Nation! Other	2.16.55/6/fr	\$26,000,00	Nahari
State Facilities - OHCD	Nantschel Other		349,000,00	Nantucket
State Facilities - DHCD	Halick Other	HTG (DA) 41/9	\$28,600,00	Nissek
State Paciatios - DMCD	Natick Road	Eng AERP Poss Persocerant	553,000,00	Nahox

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	Shovel-Ready Project List
Commonwealth of Massachusetts	rastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List
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### 5105,000.00 5217,783,10 \$202.500.00 \$4.891.890.12 52, 542, 889,75 153,000,00 3,500.00 1,890.90 tigasi of 57 concette stanceres on 13 buildings in the family devalogiment of Kelebher Park. - two flow todes! & scrower head mistaliand Committee of the commit Abr Sechint Ban Meeting NB 200-2 Vac. Week Section of Hosels Agris NB 867-2 VX 100 New Theoretical Agris NB 867-2 VX 100 New Section Of New Agris NB 867-3 VX 100 New Section Of New Agris NB 200-3 VX 100 New Section Parkstale NB 200-3 VX New Section Parkstale NB 200-1 Const. VX New Bodfort Townsend, Helel, Ben Roze Ste Conthions New Redook Alec 31 Roul ectord Blue Mandows NS 200-2 drond Chinnedoxids ( NEB 705-1 New Betfordtripp Towars NB 087-2 Other Newburgsort 200-1 S&s Candificers ceditani 567-1 & 2 Bklg Etiv lew Bestional Comp. Mad Sans Fasikies-OHCD Sans Fasikies-OHCD Sans Fasikies-OHCD Sans Fasikies-OHCD Sans Fasikies-OHCD State Facilities - DHCD State Facilities - DHCD State Facilities - DHCD Stake Pacifists - DHCD te Factores -OHCD State Facilities - DHCO Shake Facebass - OHCO State Facilises -DMCD State Facetives - DHCD nate Facilities - DHCD ne Fabilies -OHCO

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## Irastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project L

				NAME OF TAXABLE PARTY.
Task Force	Project title	Physical description	Total Federal Act Request (5)	City/ Towrs
State Facilities - CHCD	Newburypun Other	Lib Safriy	\$35,000.50	Newburgent
State Fastimes - DHCD	Mireburgoot Other Susbirgoliky	Walter Criscinschip - Sin Brief St. Stitute Tabal Visibilities	\$12,866,50	Newburypart
State Facilities - CHCD	Newton Site Ceruitions	DEGING COURT	\$75,050,00	Newton
State Facilities - DHCQ	Nawton Bidg Env		8217,961,48	Мембар
State Footises - DHCD	Newton HVA.C		\$107,262.92	Hewton
State Facilities - DHCD	Newton Other	(2) Suffix	\$7,000.50	fyllswfort
State Facilities - DHCD	Nersolle Electrical	EMC. FROM FREPRENTATION REPORT FOR THE PRINCE REPORT.	\$112,516.60	Feotios.
State Facilities - DHCD	Narkille 1567-5 Other Sustainabling	SOUR PRINCIPATION CONCINCATION CONTINUES CONTI	***************************************	Norfolk
State Pacalities -OHCO	Ayartı Adamıs ökti-2 Oltoer	V25.8/V/V) 10.75.5	\$18,099.60	North Adams
State Facilities - CHCD	Abards Adalens Bidag Brou	MAG BIS CP. 11 SQP-1	\$119,742,00	North Edans
State Facilities - DHCD	North Andores 867-1 Sky Conglues	CARD RAY STATE STA	\$42,650.00	Next Assesser
Shate Facilities - DHSCD	Notte Audaver 557-2 Roof	Regisce 19,202 a.s. stroge roung of Bregisce 19,522 s.f. strage roungs and	\$275,244.75	North Audswer
State Fucilities - DHCD	Nerth Andover Other	new development module digity.	11,292,522.37	North Andover
State Facilities - CHCO	Narch Andoner Other		392.000.00	Houth Andover
State Paralles - DHCD	Acata Acdaver Other Sustanzzisty	Walt Christian I by By 1685 65 55 100 Christian Christia	\$27,000.00	Nodh Andayer
State Facilities 43940.0	North Attlebara 967-2 S4p Security	(BLG GOOR) SEVERED FROM BRY	\$10,151,50	Roth Allebora
State Facilities -CHCCO	Aurth Attenda 957-1 Electrical	TO AND TO SERVICE THE PROPERTY OF THE PROPERTY	\$28,890.00	North Attlebasio
State Facilities, -DHCD	North Attabate 567-2 Citagr	Popiace Elevin VDC Accepting Droc Main amanca to Bidg. (12 Units)	\$43,335.60	North Athlebese
State Facilities - DesCD	North Attlebata 657-1 Plumbing	Replace make white ship tall when 12 Blogs (8 mits pr Blug)	\$44,286,99	Month Affebare
State Faceties - DHCD	North Astalons 967-2 910g Env	PARISO S VICTOR MATERIA (1907). END ERSE PARE PRESENT	\$109.282.50	Noth Alteboro
State Facilities - OPICD	North Attletono 867-1, 567-2, 567-3, 689-1 Other	Los flori Toleta Portacerentalista de 20 tous	5206.241.90	Hodh Asleboro
State Facialies - Cirico	Nects Atkeborough 11-15 GOLDIR Conto. Mod.			North Amedorough
State Facilities - CHCD	Num Alleborage Bidg Env			North
State Facilities -DHCD	Norm Attleboracyh Seletrope	(2011) Section (10) (10) (10) (10) (10) (10) (10) (10)	\$40,001.26	Place
	North Attabascush Clear	LIA SO Hy	\$24,006,00	Mouth
	North Attietenaugh, Other Suxtarraphity	Water Conceptions - Von figure (Optic & School) 1928 in 1928 i	830,200,00	Nosts Atletosous
	Sorth Brookfeld 887-1 HVAC	PERPENDICATION OF STREET PROPERTY AND STREET P	\$166,750,00	North Begokheld
State Faciliars - OrtCD	North Sreesfield 867-1 Stag Env		\$202.590.00	North Brackfield
State Pacitities - DHCD	North Brockflekt 705-1 Other	WESTER 1935	\$2,506.00	Planth Brookfago
State Pacipacs - DHCD	Narb Brookfield HVAC		\$20,550.00	North Broosfield
Siste Facilizes - DHCD	North Strockfeld Other/ Sustainabling	Walth Cholanging - Not Obe 10,023 & Statest Paul modalisms	830,000,00	North Brookfeld
Date Facaties - DHCO	North Reading Criter/ Szstamablity	PARRIC Cardenvalvan - Iber Bow Looks & Schoren Incas Incas Resistan	\$14,500.00	North Reading
Same Pupples - DelCD	Nathampion 200-1 Other	VACUE PER ST	\$1,500.00	recelhampters
State Facilities - DHCD	Northampton 705-1 Other	VIZER VIETE	\$175,050.90	Norhampton

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Talsk Force	Projectitiis	Project description	Total Falleral Act Request (5)	City Town
State Facilities - DMCD	Notinampton Roof	EMG: 697-A roak at cara	\$258,555.00	Northampton
State Facilities - DMCD	Marthampton Other Buskeinsbillity	Water Conservation - See figer Latel & district heat notablishan	\$40,000,00	Northampton
State Facilities - DYICD	Northboro Bidg Env	Wife ACTION (CHICL). 65:1	\$346,000.00	Northboro
State Fundings - DHCD	Morthborough Other Sustamatics	Waler Zerkerden - Syn 19jel & Showy health included the control of	\$29,000.00	Northbareaugh
State Facilities - DHCD	Northbiskye 687-2 888g Env		\$135,000.00	Northbridge
State Paclifios -DI9CD	Normbodge 887-1 Brag Env	Spring (1987) (1	5262,550.90	Nothbridge
State Facilities -DHCD	NotBribidge HVAC	EXX. VIRIBIDIT III COMMINISTRATION CONTRACTOR CONTRACTO	\$29,056,00	Northbendga
State Packtes -OrecD	Nothbodge Sewerage	EMA: STANGE (SIGN)	\$310,516.00	Northbridge
State Facilises - DivCD	Northbedga Site Conditions	SEAS. 1879	\$628,570.30	Pocretishings
State Fablees -QHGD	Norton 644g Env	Erig. Papito Fold Origins.	542,107.62	Neeton
State Facilities - OHCO	Marton Other	124 SHIJ	\$65,000,00	Peston
State Pasimes - DHCO	Norton Other Sustainability	PARKET CONSTRUCTION - DAT 19th COSEL & SHOOK TOOK TOOK TOOK TOOK TOOK TOOK TOOK	\$30,000,00	Nactors
State Facilities, -DHC()	Nerwell 567-1 Pluebulg	Epoty con control cont	\$546,000.00	Norwell
State Facilities - DHCD	historieli A mod S Comp. Mad.	A COLOR TO THE PROPERTY OF THE	\$259,810.66	Nerwell
State Facebess - DNCD	Morved Clies Sustantability	VERNEY CONTRACTORY & ACCORD TREAD POSSIBLE OF	\$31,600,00	Heustell
State Facables -DHCQ	Norwell 867.1 Other Sustainablety	SSRP PEG EGARGO: CANASSE ARE		Monwes
State Facilities - DHCD	Norwood Office		\$101,000.00	Norwood
State Facilities - CHCO	Newbod Ottest Sustainabaty	WRET CARROWARD : You that told & Mouth food food including	\$43,000,00	Narwood
Stelly Facilisms -DHCO	Orange 705-1 Other	VOSTO 1951	\$1,000,00	Orange
State Facilities - CHCO	Orange 705-1 Other	VICTORY (CAS)	\$1.500,00	Orange
Grate Facilities - DHICD	Crange 3fe Condains	EMS ESTA COREGIA REST. SEVERATION CONTINUES AND ACCOUNTS. SEVERATION CONTINUES AND ACC	\$214,403.00	Orange
State Facilities - CHOD	Crange Otter/ Sustainabety	Water Carservagen - aw flow tolat 8 shaves frace insplican	528.900.00	Orange
State Facilities - DHZD	Oteans Other	PAC: 1894; State 81: Mily House PO.	\$205,000,00	Orleans
State Facilities - OHCD	Officers Size Conditions	Wild Wildy T (2019) F (2019) F (2019)	\$89,107.91	Ottoass
State Facilities -OnCO	Crieans Other	1.0 Soft Williams	\$15,005.00	Orleans
State Facilities - DHCD	Officials Other Sushabidity	Wolff Collowation - No Korl bled & Shaver head multibalish	\$40,505,50	Orleans
State Facilises -DHCD	Oxford Other Sustainability	Water Conservation - Dar Son failed & shares table installation	235,600,00	Outout
	Psahody #14 667-18resnallen St. Olner	Reflect 35 gas 520 m.	\$16,821.00	Pesbody
	Physiology #18 697-590cXdate Park Regisco 51 secritic stouchs.	Pagino 31 bactory (2009).	220,655,00	Peabody
	Peabody #16 957-3Consolly Terr, Other	Register St. Sectic Story.	\$21,465,00	Peabody
	Penhody #17 #67-48.satings Park Other	PAGENCE STREET, STREET	\$21,485,90	Pelbody
	Peabody #55 667-29/elson Terr, Other		\$24,030.00	Peabody
State Facilities - DHOD	Peabody #15 667-55eegMz Other		\$32,805.00	Peabody
State Facaties (DrCD)	Pealudy #13 All Omer	सिक्त Boked अगर Gabri to tock state with sind year, from the manace,	\$54,000.00	Peabody

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Commonwealth of Massachusetts	Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Proj
	infrastructure

The Court			Total Federal Act	
			Request (5)	dia dia
State Pacifics -OHCD	Peabody #21 200-2 Bibg Env	Proplese 26 640 S.L. of stang on 12 buildings	\$128.449.80	Peabady
State Pacities - DHCD	Peabady #5. Alt Other	Polypour 5 ways francis in page condition with 1 Demp truck-535,000, 3 valies-531,000 and 1 Box Track-535,000	\$153,900,00	Pestody
State Facilities -DHCD	Pestoacy 705-4 Other		36,000.00	Peatooy
State Facilities - DHCD	Peabody Bitty Env	EAST WINDOWS	\$1,405,113.50	Peabody
State Facilities - DMCD	Peatsofty Roaf	SEGS: (CS). UNIXONE, AMERICAN, AMERI	\$25,000,00	Peabody
Stats Facilities - OHCD	Pelibody Rost	EMS; ROS Replacements and a second control of the second control o	\$75,000.00	Peabody
State Facilities - CHCD	Pietody Otter	EN SALY	\$75,000.00	Peabody
State Facilities - DHCD	Pombioke 667-2 Roof	Podace 12 100 s.f. smight resting, 2000 linear feet of gathers, and 1356 linear bits of demospous as a richard fresherital \$655s, the officeroremistry 369, and gataga	\$215,325.00	Pembroke
State Facilities - DelCD	Pamboka 755-1 Othor		\$25,000,00	Penaroko
State Facilities - OHCO	Pombroke Electrical	EME. Textical Panets: Mydianes Of.	\$229,462.50	Pembrake
State Facelies - DHCD	Pombaeke Other	1.28 88My	\$2,500,00	Pentiroke
State Facilities - DHCD	Persbroke Other Suctementing	West Corestoan and the 1980 B street Read (1988)890	\$23,900.00	Pembaske
State Facilities - DerCO	Pemproka 897-2 Other/ Sustannihily	Pot Notice # 097-0 Cheaf Sustainship) Schief Princip P		Реприя
State Paragues - DHCD	Pospered 705-1 Other	18.5.ft/2 (19.5)	510,900.00	Peoperell
Diane Pacifilies - Certoo	Popperell 567-1 Other	Wildly RTMS	\$10,000,00	Popparel
State Facilities -OHCD	Pepperell 957-2 Other	Validity (BIS)	\$10,000.00	Pepperell
Stere Facilities - CHCD	Pepperell Other Sustainability	Water Construation - Tw Ern 1986 & Hower News Assume	\$23,000.00	Popponell
State Facdates - DPCD	Passinde 667-14. X & B	D. BOACH FIFT-IA WORKSONEN PLANSAGE (HEATH PAKE)	98,600,000,00	Passield
State Facilities - CHCD	Pittsbetd 200-7 Officer	V (2) 24 (1) (1) (2) (2)	\$10,000.00	Presheri
State Faciletes -DHSD	Patrifield 200-1 Ophar	Volume Version	\$10,000,00	Patheat
Suite Facilities - DiriciD	Pittsbekt 206-1 Oeney	Victoria (VIII) (VIII) (VIII) (VIII) (VIII) (VIII) (VIII) (VIIII) (VIIIII) (VIIIII) (VIIIII) (VIIII) (VIIII) (VIIII) (VIIII) (VIIII) (VIIII) (VIIII) (VIIII) (VIIIII)	\$10,000.00	Passield
State Facilities - GHCD	Pittsfield 200-1 Other	Willight 1550	\$10,050,05	Patsfeld
State Facators - DPCD	Passied 209-1 Oeher	VACEDICY (Chill)	\$10,000,00	Pathsfield
State Facilities - OHOD	Pateried 200-1 Other	VERTING (CD)	\$10.000.00	Patsizgi
State Pacitities -OHCD	Pittsfeefa 200-1 Othor	тельного положение положе	\$10.000.00	Parsion
State Facilities -DHCD	Pitafeld 200-1 Giber	Validity (Nist)	\$10,000,00	payspad
Stato Facables -DHCD	Pielsfele 200-1 Ottor		810,000,00	Patrafield
State Facilities - CHCD	Pritsfeld 200-1 Offer	A(0)(0)(0)(0)(0)(0)	\$10,000,00	Pitofield
State Pacificos - DPICD	Pitshaid 200-1 Other	VICTORY PRINTS	\$10,000,00	Petsfeld
State Facilities -DHGD	Phistolia 200-1 Other		\$10,000,00	Perstiekt
State Pasieties - DHCD	Patsheld 200-1 Other	V2/APV 18/BD	\$10,000.00	Perstald
State Pacifites (DHCD	P.Rsfeld 20G-1 Other	VOLTON TOTAL	\$10,000,00	Patsterd
State Facilities - DHCD	Potsfield 200-1 Other	VI2366+1850	\$10,000.00	Passied
State Facaltes -DMDD	Pittyfeki 200-i Other	Visionsy Initial	\$19,050,00	Persent

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Task Force	Project title	Project the ciplin	Total Federal Act Request (8)	Caly Town
State Facities - DHCD	Pritsfield 200-1 Other		\$10,000,00	Pitteffetd
State Facilities - DHCD	Patshera 2004 Other		\$10,000,00	Patsheld
State Facilities - DHCD	Pittsfield 200-1 Other			Pritsfeld
State Facitives - OriCD	Pittsbeld 200-1 Otton		\$19,000.00	Passigla
State Facebook - Divició	Petrsdedd 200-1 Other		\$10,000.00	Putsfold
State Facilians - DHCD	Philipsend Zob-1 Cener			offspetd
State Facilities - DHCO	Pittefeed 200-1 Ciber	PASSES 93.9		Plassers
State Facilities - DHGD	Pittsteki 2sb-1 Ciner	V(S,S,S,S,S,S,S,S)		Parseed
State Facilias -DHCD	Petsstand 705-2 Opher		53,500,00	Patatolik
State Facilities - DHCD	Pritzfield 705-1 Other			Pittsfold
State Pacifiles - CHCD	Personal K	18 kml G2 bjol. 1920-th da Bait Mason, park		Percess
State Facilities -DHCD	Patchela Other	FACE BETT OF THE PROPERTY OF T	00'000'01'55	Personal
State Facilities - DHCD	Passleki Oner	AND SUMMED TO THE PROPERTY OF	825,000.00	Persoyer
State Factions - DHCD	Planyde Other		81,259,890.47	Pharvelle
State Facilises - DMOD	Planuille Other Eastainstelly	WART CLUSSINGLIA - BH SAVIDAR & SIGNAT PARK DISSIBLED.	\$15,600.00	Paknette
State Pacilium - OreCD	Phymouth 367-2 Stag Env	VALUE OF THE TOTAL THE THE TOTAL THE	\$24,970,00	estratoria
State Facilities - DHCD	Plymouth 667-1 Other			Pipmauth
State Facilities - DHCD	Physician 200-t Physiolog			sąnowiąd
State Facables - DHCD	Physicalh 667-1 Sta Sauarity	replace soft kythoy foures	\$30,780,00	Pyriouth
State Facilities - DMCD	Physioutt 667-3 cothar	PENERS A WASTA, 1851. EVENTY STOLL SCHIEBURING SCHIEBU		Pythesiti
Diete Facilises - CHCD	Psymouth 957-2 Cener	TENNIN BD 6/CED / SELD	\$49,950.00	Plymash
State Facilities - DVCD	Plymouth 667-3 58e Conditions	description of the Bolt Well Month (Mission Street)		Plymouth
State Facilists - OrtCD	Phymouth 667-1 Blog Env	Per Shill Training		Plyceothi
State Facilities - DHCD	Psyrnouth 667-2 Blog Env	Te past and onto missions, developed and fand left		Plynouth
State Facelies - OHCD	Plymouth 867-2 HVAC	TRYANCE SCHOOL DAWN TANK		Plycosum
State Faceties - OHCD	Phymouth 200-1 K & 8	PERIOD NICHER CHIEFES, SHE, HEI GROUPS IN 35 UNIS		Plymositi
State Facilities - CHCD	Phynoatti 667-1 See Conditions	RoPan Poal & Walkways		Plynotifi
State Facilities -OHCD	Plymusin 667-1 K & 8	Pol-sob SO Balls & valvas	\$287,415,50	Plymouth
State Facilities - DMCD	Phymouth 887-1 38kg Snv	Pepper wordow, Fial Posts beyond to include SR		Plymouth
State Pacieties - OBCD	Plymouth 667-2 Bldg Env	PEPALSE STORY & WITZOWS		евутолій.
State Facialise - DHCO	Plymostis 567.3 885g Env	rpáice síolas & mighws	9	Phymoutis
State Facilities - OHCO	Plymosth Other		\$1,000.00	Plymosth
State Facilities - OrdCD	Phymouth 200-1 Other			Phymouth
Stars Facebos - DHCO	Plymouth Deser	BMS: dek priess	\$451,344.75	Phroouth



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Effort - State-Review
Infrastructure Mobilization

Task Fores	Projectilibe	Project devotration	Total Foderal Act Request (8)	
State Facilities - DHCD	Plynouth Other	EMC; electron bandles	\$15,000.00	Płymouth
State Facilities - DHCD	Plynoputh Caner	AND DISCY.	\$34,000.05	Phythouth
State Faceless - DHCD	Plymouth Other Sustainability	Schief Conservation in the first blet & Steam to the Stea	\$40,090.00	Physicality
State Facilities - DMCD	Provincetown 705 K & 8	TENTRAL DESIGNATION OF THE PROPERTY OF THE PRO	57,250,00	Provincetown
State Facables - DHCD	Promisebown 667-1 K & 8		532.570.00	Provincetown
State Patibles - OHCD	Provincetown 705 K & B	epalos 3 baltarom various, loss, surrounds, 150 SP Rauleg, verblation	538,450.00	Provincetopen
State Faulines - DetCD	Prevarestewn 705 Blug Etry	(space 15 wirdnes, 1809 SF scripp, 3900 SF would sexing	\$41,850.00	Pythericeloval
State Facilities - CHCD	Provincetuen 862 rt Ottes	P\$60.11.520.8F (SIDR)	543.513.20	Provincetown
State Facilities - DHCD	Proyectonn Other		510.000.00	Provincetown
State Facialies - DetCO	Provincelown Celen Sostalnalding	Weser Cessiverse - It is fan sûld & stower best establisce	\$14,405.00	Рюмуравови
State Facilities - DiriciD	Provincetown 867-1 Citiest Sustainability	SOR First Histories - CHRISTER SID	***************************************	Provincetown
State Facilises - DHCD	Quenay 200-1 Other		\$1,000,09	Calmoy
Hale Facilities - DHCD	Sestoy Offser		\$204,000,00	Gasey
State Fausties - DyCD	Corney Other Suspensibility	Weer Conservation - for four folial & please that statistics	\$20,000.00	Caincy
State Facilities - DHCD	Osmay Other Sustainability	Waste Contexvelies - for soil 3 stones find origination	\$20.000.00	Gulney
State Facilities - DHCD	Randalyn 687-1 HVAC	Fig. 32 Colors () 7 Colors	5189.000,00	Randolph
State Facilities -DHIGD	Randalph 687-2 HVAC	POPE PROPRIES	\$243,000.00	Pandolph
State Facilities - DHCD	Randolph Keet	(MS, PFI 005; 1 30/200 (C IV)	\$177,375.40	Participh
fiture Facables - DHCD	Randotph Other		\$39,050,00	Rantolph
State Facilities - DHCD	Randolph Other Sustangelsky	Water Constitutions in the total States and the constitution of th	\$25,000.00	Randalph
State Facilities -DMCD	Rayshaen Gaser	THE SHEET	\$10,000,00	Rayensam
diale Faulhes - DHCD	Rending 189 Roof	Replace 2860 S.L. Distribution compression control of the control	\$12,825.00	Rosding
State Facilities - DHCD	Reading 659 Blby Env	SHOP IN THE PASS AS SQUAR CONTROL OF SIGN	\$23.625.00	Posting
State Faultios -DHCD	Reading 667 162 Coler	Phylade Rhapotoxis = 10 terminology who is 1989 oligned including the figurity of orders	530,760.00	Peading
State Facilities - DHCD	Reading 705-1 Roof	Region 8000 s.f. soling exalting on three trulatings	231,590,00	Retubing
State Facilities - DHCD	Reagneg 587 182 Other	Paptice staves 10 securitory unist (1999 trigical metablishin date for national or units)	\$32,616.00	Reading
State Facilities - DHCO	Reading Other Substitutubility	Water Certerolon - Iran Iban iban iban iban melabilikan	530,020,00	Reachig
state Facilities - DHCD	Rending Ceherr Susaperatibity	Wiler Corservalor: I'vn flow tolkn's Stoken's head installabism	530,000,00	Redding
State Footses -DHCD	Pavere 105-2 Obta-	VICENTY (1923)	\$276,568.00	Reverse
Suite Facilities - DHCD	Revere 705-1 Other		\$287.455.00	Pavere
State Facilities - OHCD	Revers 705-2 Ottor	VSST(V) VSI(V)	\$468.491.00	Revere
stelo Facilifies -DHCD	Revers 152 SHRLEY Comp. Rod.		580,332,18	Reyere
State Facilities - DHCD	Revere 20-22 THORNTON ST Comp. Mod.		5120,142,96	Revere
State Pacidiyes -0HCD	Revers 1-3 Dates Comp. Med.	Outply Med.	\$133,056.70	Pevere

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Tash Force	Projectifile	Project australien	Total Federal Act Request (5)	City Town
State Pacistots - OHCO	8	Corpy, More.	5135,113,02	Pavere
State Facilities - DHCD	Revent 174,3no.178 HTCHBCURNE Comp. Mod.	СОПС МОЛ.	\$229.530.92	Revero
State Facilities - DHCD	Rovero Bidg Env	SE DOUG EARLOO VOR VOR VOR VOR VOR VOR VOR VOR VOR V	\$8,785,333,72	Revers
State Faulkes - Direct	Revere Roof	235, 11601/st5175 st61 st811 psccvvy	\$50,000.00	Revore
State Facilities - DHCD	Rissere Citrier	ERC: Mas Suid; & Indisplace	\$12,500,00	Piveré
State Facilities - OHCD	Rauste +WAC	EM3. Ph. 2 & Solid replectives	86,550,000.00	Revero
State Facilities - DHCD	Rumrie Other		5115,000.00	Révero
State Facilities - DHCD	Revere Other Sustainability	Value Conservation - Invalor tales, & Shorps head usualisation	\$32,000.00	Revere
State Facilities - DHCD	Roskpar Other		324,000.00	Rockpart
State Facilities - DHCD	Rowley 705-1 Blag Env	REGISTO SECTION AND THE PARTIES.	\$37,341,59	Royley
State Fiscibles - CHCD	Hawkey 105-1 Bilay Env		\$99,832.50	Powter
State Factales -(IHCD)	Hovelity R.	CA VILLAS. BATTOON PRINCESSON.	\$280,000.00	Rowley
State Pacifilies - DHCD	Rowley Otton	(AS SUBSY.)	376,038.02	Rusdery
State Facilities -DHCD	Rowley Other Sustantability	Wage Camerolian - Kir Box 1266 & Stone Pack and Milks of the Control of the Contr	1510,000,013	Rowsey
State Pacienes -DHCD	Salerti 567-75 HWAC	PSRICE DINOS	\$54,000,00	Salors
State Favories - DMDD	Salem 667-3A. & B. Bkig Cov	(SAL US) (SAL SAL SAL SAL SAL SAL SAL SAL SAL SAL	\$81,000,00	Salero
State Pacifies - DHCD	Salem Shauator	ETT, EB 1915 157 167 168	\$268.325.00	Saleres
State Facilities - DHCD	Salsroi Elevator	ANG. Registration New Elicator & Motors Management and Angele and Angel a	\$1,079,076,00	Salem
State Facilities - DHCD	Salem Calue		\$209,856.00	Saper
State Facilities - DHCD	Salem Ollier		\$53,000,00	Salorn
State Facilities - DHSD	Balern Offer/ Susbenzally	Water Conscionarin - lord for tooks to stroker that insidiation	\$40,000.00	Salenti
State Facilities - DHCD	Solostucy 887-1 Other Sustainables	Shiff Parki Israilanian - Casistain site		Spiratury
State Facilities - OHCD	Secderch Mansen Village Phontons	Atelistice water trades were confident AleSE Treatment at 20 Tomi's Way (35 smits)	\$29,250.00	Sandwich
State Facilities - CHCD	Sestwich Sewige Fernandos way Britis Bry	Schools Consign Principales Vol. Bing Despote 6th deschool (2th year old, langue paine) in all 12 units very trained justes, recently afficients versalisms. Replacent 12 Julian Spice.	\$52,695,00	Sandwen
	Sandwich George Fornandes Way Bildy Env	and the second feminates. Why Blid popular is 120 at court thingat with only olding and replace all four with viely por unexposed in the second and the seco	\$75,650,60	Sandwich
State Facilities - DMCD	Standwich Other	maniformiente mentre de la companya del la companya de  la companya de la companya de la companya del la compan	310,000,00	Sandakti
State Facilities -DHCD	Saugus Bitg Env	CAS (CASCO) WAS CHEEN TO THE CASCO CHEEN TO THE CASCO CHEEN TO THE CASCO CHEEN	\$70.906.00	Simples
State Fablises - DriCD	Saugus Other	A SARTY	357.000.00	Smgas
State Escables - DHCD	Schuste 567-1 LP, 567-2 V/Pt, 667-2 VP1 Phuriping	G High pressure safety relies salves paped verifically wishest an output safety lines. They pressure safety relies calves, flow wieler cut of cipinal sovater for example UVCO	95,750,00	Schuare
State Facilities - 216CD		KSAS. Plan Precriets, Bask Flux Preveriers, Book Flux Preveriers	\$16,521,90	Schrate
State Facilities - DHC.D	Schuse 857.2 MPI Other	Chemey Recoxs talys 14 & Community Building (see alliached scripe)	\$13.230.00	Schuate
	Gornake 687-1 Carolin Park, 791 Country Way Goodsteins	hroßlikor of G.Gas Sersons bon szazile of kuntelenn wall to inserep pont on Co. Gas main	\$28,304.75	Schole
State Pacietys -DHCD	Scause Other	18 9 FK)	551,900.00	Scatuate

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Tank Force	Projectifile	Poyet the cylindrian	Total Federal Act Request (5)	City Town
State Facilities - DHGD	Schusse Otherd Susbanabbly	Wastr Gualeriakhan x Iva ilou ichis & snower head institution	\$19,600,68	Stitume
State Facilities - OHCO	Seskonk Site Conditons		\$488,499.00	Seekosta
State Facknes - DHCO	Seesenx Other Sudainabling	shows head industrialen	200,000,000	Seekerak
State Facilities - DiridD	Sharon 667-1 & 2 Other	Polytics 25 (skirts with 12th 12th 18th 18th 18th 18th 18th 18th 18th 18	522,993.20	Sharon
State Pacifies - DHCD	Shaton 705-1 Bidg Eav	Regul store Kurbinson & Danky Youring consults	\$25,666.70	Shakea
State Facilities - OHCD	Sharon 705-1 Bldg Eav	PRESIDES TO WINDOWS SEE SEED FRANCES CONTINUES.	\$38,366,00	Sharon
State Facilities - DHCD	Sharon Dobre	(46 53/67)	824-200.93	Shakon
State Pacitibes - DHGD	Sharon Others Gustainability	Word Conservace - For that lates, & shower head modificion	00 000 065	Sharon
State Fucilities - DHCD	Sharon 667-2 Other Sustandulity	Selly Port   Ind. Maries - Carriculo sale		Sharons
State Fisciples - DRCD	Shelburn WP# SHA 5015-1 Site Condesso		\$18,900.00	Shellputre
State Facilities - DHGD	Sometset 0	Sale Lybuig, Aorphy Villago	\$342.550.00	Samprised
State Factories -OHCO	Somerset HVAC	900PH 500PH	\$5,100.99	Spanorsel
State Facilises - DHCD	Somerset Cilher		584,000,09	Somorsol
State Facables - DHCD	Sorverville Skip Env	ENG. 1984 IDE. 64th pull	\$185,500.00	Somandle
State Facilities -OHCD	Sorieeride Other	osaleb accempatien for 6 units	\$72,930,09	Sceneralie
	Spriedride Office		993,906,088	Somerville
	Spreartitle 200-2 Otheri Sursainability			Somer-Me
State Paceties - DHCD	South Hadley Roof	$500 \cdot 1018$ 5.519 $\circ$	\$184,263,50	South Hudley
Stote Facilities - IPHCD	South Hattey Roaf	EAST: 867-3 GA	\$240,207.00	South Heday
State Facilities - DHCD	South Hadiey Other Bushambility	Water Corperation - law flow to the flow t	\$30,000.00	South Hadley
State Funding - 0+100	Southborough 867-1 Stay Snv	New York Discrete Produzings, 14 General	\$27,090.00	SouthBorough
State Facilities - DHCD	Southbernugh 567-1 (86g Env	Popice without if building 19 uilt ship)	\$405,000.00	Southburings
State Facilities - DeIGD	Southborough, Other	ЕМЕ: кезинтик аскопалля (ріл черді	\$28,995,98	Southborough
State Facilities - DHCD	Southbridge Other Sustainablity	Water Carcerogian - Dar Row kollen's Arsoner head largelistion	\$30,000,40	Southbridge
State Facilities - DkHGD	Spencer Blog Env	Eng Water Istanion - Pull Avand	530,000,90	Spericar
State Facilities - CeVCO	Springheid 667-3 Paresi Park Roat	Remarks of the control of the contro	51,107,080,00	Spingfield
State Fanishes - Divicio	Springfield 200-2 Other		810,000.50	Springfield
Steen Facilities - DHCD	Springlield Saw Conditions		8534,050,00	ppolices
State Facilities - DericD	Springfield K	36	\$12,850,780.00	Springfield
State Facilities - DMCD	Springhald Phanbing	EMS: soriense water prang 497-5	\$342.737.60	Springfeld

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Task Poece	Project fills	Populational	Total Foteral Act Request (5)	City/ Town
State Facilities - DHCD	Springheld Roof	EBS3 - 867-3 chritishys and Traks	\$902,090,00	Springfield
State Footbles - DHCD	Spierpield Other	9.8%	\$115,000,00	Sperioglieki
State Facilities - DHCD	Stocking Octoor Sustainability	WART CONSTITUTION for IDM IDM IDM & MINISTRAL MAN WAS ARRESTED AND ARREST TO THE PROPERTY OF T	\$16,000.00	Steristry
State Facables - DHCD	Statistique 687 Heaton Court Blag Envi	Swattacke 967 Neaton Court Bloy Env Welcher Stategin Replacament in Contrastivity Building	\$20,259,00	Suckbrage
State Foculoes -DHCD	Stpokandge 889 7 Pine 3s HVAC	Peytore man gas-dered harmons and caretals ar candidonous yould	\$28,350.00	Slocabridge
State Facilities - DNCD	asochridge HVAC	EMS. Expans Hera and the spang as theates C.	\$40,000.00	Stockbodge
State Facabase - DHCD	Segnetuan 957-1 K & 9	***************************************	\$2,157,000,00	Stoneham
State Facilities - DMCG	Stonenan 667.4 Electrical		54.056.00	Stonoharn
State Facilities - DHGO	Stansham K & B	77 CR. 1 CARDE St. KAS	85,188,706,58	Storichian
State Facalities -OHCO	Shusham MAC		56,205,00	Stoneliaen
State Facilities - DHCD	Staneshard - 887-1 Other Sustainable - Solar Partel Insuganor - Canddale see	Solar Pariel Yazallandri - Canddale She		Stoneham
State Facilities - DHCD	Stougston 867-1 & 2 LACAGE CL. Roof Roof Replacement x 15 buldings	Park Replaces on X 15 buddings	5486,202,50	Szagálian
State Facilities - DHCD	Stoughten 867-1 & 2 LaCodes Ct. Slag. Env	Увлаубил 907-1 А. 2. Сыблыз Ст. Биау. Түүмилж Карактатап. Ины Толак Ненау Ингозич Елу	\$718,402.50	Staughton
State Pacibles -DHCD	Staughten Other	16 8369	\$200,000,00	Shaughton
State Facilities - CHCD	Stoughton Office Sustantibley	Water Categoralien - Izw Howitzleil it shaves head ontalizins	836.000.00	Staugaten
Store Pacifies - DHCD	Strughton Other Sustainshitzy	Volve Conservation - Inv. Izon Izibet is strong in the second place.	\$36,060,60	Secugation
State Facilities - DHCD	Salbury 705-C Other	Polishe 16 obcole super and remove oils ones.	\$10.500.00	Sydbury
State Facilities -DHCD	Sadbury 705-C Olbor	Replace 16 неберлаво with Energy Star models and terrare of poses,	\$15,729,60	Syttony
State Facilises -OHCD	Sutterry 667-1 Ottor	Replace GZ electric stores and remove old ones.	839,510,90	Sudbury
State Pacifics - CHCO	Sudoury 687-1 Caner	Ресебал 65 голугатогу ил стеру бы тудов ил сельую да анух.	\$52.650.00	Suttainy
State Facilities - DPCD	Sudbary Officer	70 8091600	\$165,000.00	Suddany
State Pasitives -OrIGD	Sadbury Other		530,000,00	Sudhery
State Facilises - OHCD	Sustainy Other Sustainabelly	Veder Conservation - Lew Rowsingled & strawer head studistions	\$36.000.00	Sudbery
State Facilities - DHCD	Sudtery Other Sustainability	Maker Conservation - Bw that taket & Sovyet Head Excellations	\$30,000,00	Stallbury
State Foelbest -OriCD	Sutbury 657-1 Other/ Sutsainability	Softer Partel Intableser - Carcitatio soil		Stattery
State Facilities -OHCD	Sulfor Offier Sustanablity	Value Conservation - On the tolet & stower (note things tolet)	\$4,490,00	Sutton
State Facilities -OMOD	Swampscot Other	(18.9865)	\$17,000.00	Swampscoff
State Foolistes -DHCD	Swimpscott Other Sustainabley	19464 Cartervitan v Bor Star (sidel & Starve tregal infiltation	\$22,000.00	Description
State Facilities - DHCD	Swansea Othert Sustanantity	beds institlation	\$30,000.00	Sweesea
State Facation - DHCD	Taunton 200-2 x & B	02 Car., 200-2 Planteng Aredus Del. Histories	\$5,000,000,00	Tayıntan

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frastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

		Profess description	Total Federal Act	The Town
State Facilities -DHCD	Taunton 705-1 & 705-2 EVAC	Purplese 10 Booless	Request [5] \$81,000,00	2
State Fucilities - OxiCD	Tasanton 200-2 K & B	Oak & Hopfalled Cout Mitters and Book Relebesoners. Systoms Upgrate	\$5,730,000,00	Tauetton
State Facetas - DHCD	Tauncon Elevator	EMS. Elevable of pl/986	\$386,812.00	Taunton
State Facilities - DHCD	Tausten Electrical	EMS. 667.1 the property gives your contraction of the property	\$196,116,50	Tsurion
State Facilities - DHCD	Taushon Other		238,000,50	Tauettan
State Footbas - DHCD	Taurdon Other Sustaniability	Now he do 'soldistron'	\$30,600.50	Taueton
State Fugalles - CHCD	Taurens 567-3 Other Sustainability	Solgy Parel Institutes in		Taustion
State Facilities - DHCD	Tenyleton Rosi	ΔΥΚΑΤΑΣ (1971)	5357,461.20	Tengeran
State Facilities - DHCD	Fempleton Other	TO APP NOT 1960.	\$18,009,40	Tempholan
State Flucibles - DHCD	Tympteton Chiser Sustainsdeby	Willer Colsoning, Bar fair out & Kear fair from the Colson of the Colson	\$30,000.00	Templelen
State Facation - DHCD	Teukstruy 667 162 HVAC	Register 26 (KTV, Chi) (See Formation money mone	5250,077,50	Tevássary
State Facilities - DHCD	Tupsteid Rous	EMB. Rogizement (1 1845), pacifi weithing, doors	5902,702.85	copstella
State Popularia (DHED)	Topsfield Severage	Eng. Style Spiles, Back-up Sepecial	343,750.00	Topsked
State Facilities - DHCD	Topsfield Cliver		\$80,000,00	Tapolodia
State Publifiers - DHCD	Topsfield Other/Sesttunibality	Vider Schlander in Iw Diel X Stower and Stabiliza	\$18,000.00	Topsfeld
State Papibles - Dricti	Tyngsaarqugh 639-1 (Becnissal	STATES FOR STATES OF THE STATE	\$42,221,28	Fyngsberaugh
State Facilities - OHCO	Yyvgattorbagti 667-1 HVAC	Projects obvent (11), twenty-right year old sufficient builders, or its leadings, with highly officered builders. Work to extends degineeing for Maine engoldables, or highest last values family to replace at \$155,385.00	\$155,385.00	FyttpStorough
State Facilities «DHOD	Tyngsboritugh 667-1 Other		5115,100,00	Tyngsbareigh
State Pacifiles, -DHCD	Tyngstarougn Other		\$49,395,00	Tyrigsboroogh
State Pacifiles, OHCO	Tyngsbaraugh Plambrig	EAST WISE INSIDE	\$74,684.80	Tyngsberough
State Fucilities, SHDD	Pysigsbarough 667-1 Other Sustambhilly	ЗАВР РИПП ВОДАВЛЕН С ПОТОТИК УЛЕ		Tyrgsberough
Make Facablys - OHCD	Upton Site Conditions	EMS 78.7 (SIGTIBLE DESTRUCTIONS AND THE STATE OF THE STAT	\$13,000,00	Upton
State Facables - DHCD	Upton Otten Sustainability	УДОЙ СЕСЕЙОВЕЙ В ВИДИИ В ВИДИИ В ВИДИИ В ВИДИИ В ВИДИИ В ВИДИИ В ВИДИИ В ВИДИИ В ВИДИИ В ВИДИИ В ВИДИИ В В ВИДИ В ВИДИИ В ВИДИ	\$9,006.00	Uplon
State Facilities - DPCD	Usbridge Usandge 659-2 Otter	Parkers 150 square field of steplety for the Euclidean second sec	\$20.398.50	Unbridge
State Pacilities - DHCO	Udsinge Uzzakye 589-1 K & B	Upgash on Victoria and 2 controlled in One Ending	565,180.70	Unbridge
State Facilities - 2HCD	Uxbridge Dikindge 705-1 Root	Paylabor (20 squires of shopps on 6 roots	\$94,621,50	Unbedige
State Facilities -OHDD	Uxbratge 205-1 Cition	Validation of the control of the con	53,000,00	allgoger
State Facilities - DPICD	Cantage 685-1 Diner Sussamilally	Solar Panil Modifier - Carl Killy sni	and the second s	Uxbridge
State Facilities - DHCD	Wagoda 705-1 Site Conditions	milay ot 1.800 SF Romberg-Fainhags Weldoogy Aspatal? Pakking.	\$3,645,00	Walpale
State Pacitiess - DHCD	Walpole 887-3 Other	Cherries Registring	\$8,505,00	Wagoole

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Task Force	Projectifile	Pages therspillion	Total Fatleral Act Request (3)	Citty Town
State Facalities «OHCD	Walpole 705-1 Bldg Env	Eurelios Sprim/Screen Door Paplacemani	59,019,60	Walpole
State Facilities - DHCD	Magazia 867-2 Ross	S. Sygeng (semilars) in management of manage		Walpale
State Facaties - DHCD	Walpole 705-1 Bldg Env	Exertor Marial Cest flow Represented	526,163,00	Vratpole.
State Facilities - DHCD	Wagole 967-1 Slog Enz	тельного применения польта		Waspole
State Facilities - DHCD	Wagole 705-1 PNAC			Wolpoid
State Facilities - ONCD	Waljuha Rous	Populorinat Elio Stret		Welpole
State Packies - OHCD	Malpoir Other	1,16,5,M91;	532,050,00	Walpole
State Facilities - CHICD	Walpele Costr Santamassity	Water Comprosses - Der Der Der Der Der Sche State in der	\$20,500,00	Vrajenie
State Factories - DIMCD	Walpale 897-2 Cineri Sustamakility	Solar Pond Indialaton - Carlotze aire		Visipole
State Pacilitys -OHGO	Wahham Other			Walham
Srate Pacabes - OHCD	Wazhara K.& B			Webse
State Positions -OHCD	Wathara HVAC	rg, Yeni Dikiyi Boswebinak		Vrathern
State Facilities - DHCD	Valter BVAC			Walktart
State Pecifics - CHCD	Watsom Bons			Wallhart.
State Facilities - CHCD	Washan HVAC	cation of Heartest Water Exhaust Veris		Walkiam
State Facilises -DefCD	Waksen Other	4,00,00,007	\$419,000,00	Waklusm
State Facilities - DMCD	Wore 705-1 Other	(4) (4) (4) (4) (4) (4) (4) (4) (4) (4)		Ware
State Facilities - DHOD	Voka 705-1 Chiec	Visitive delaye	\$430,000,00	Ware
State Facabase - DMCD	Mareham 667 Site Security	904 (2)(100)	22,650.02	Warsham
State Facilities - DHCD	Wareham Bidg Env	EMB. (ACM (1920)		Warehern
State Facilities - OHICD	Wareham Deher		6	Warehen
Stare Pacifiles - DHCD	Marehant Other/ Sustainability	Water Carestorifus - Springer hatel & shower head participated		Warehoer
State Facilities - DHCD	Marren 705-3 Balg Eav			Warren
State Facilities - DriftD	Warren 567 K. & S	Combus hydromen of 28 oputer representations		Магел
State Facilities - DesCD	Warren Bidg Env	EWG: sinting 6 gazde were, doons and writebook		Warren
State Facilities - Deficit	Warren Cither Sussenability	Water Condition - by You's all It's 3 shows that and addition		Warren
State Facilities -DFCD	Waterlaws 200-1 floaf		388.63	Vzatertown
State Facilities - DelCD	Walettown 200-1 Bing Env	ELEADRY3		Watercoun
State Pacifices - DHCD	Waterball 200-1 8Hg Env			Waterlows
State Facilities - DHCD	Watertown S3-1 Roof	PACAGE HOOPING REPLACEMENT	\$5,265,000,00	Waterfown

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	Shovel-Ready Project List
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Task Force	Project (tile	Project Mecropidan	Total Faderal Act	City/Town
State Faultons - DYCD	Waterbown Site Compilers	38 brint: Fourballial Granaga, Lempyon Gade	\$186,530,59	Vestedoen
State Factories - CHCD	Waterlown Other	M445 199 yrg 19 19 Winter S	\$130,656,00	Wastrown
State Facilities -DHCD	Mossitzan Gitter	EWE FAIRES IN THE TOTAL STATES AND THE TOTAL STATES	\$188,800,03	Watertown
State Facilities - DHCD	Walertown Other	1.05 5-1.91	\$163,000.00	Visledown
Drate Facekes - Drico	Waylent Other	NAS SANA	\$220,000.00	Waylend
State Facilities - DHCD	Websiter Other		\$85,000.00	Weister
State Facations - DHCD	Vachster Other Sustainability	Wider Constroying - Ind Bull Dela Solower head destination	\$30,000.00	Webster
State Facilities - OHCO	Webster Other Sussamatdity	Witter Cocyetybon - You daw falls, & allower than discharges	\$30,040,00	Webster
Sine Facebas - 64KD	Wolfestoy K & B	Grant RES 705 Libert S. Repairs	54.212.886.30	Wellesdey
State Facilities - DISCD	Wollestcy Sile Conductors	(20) 21/1 (HE) (HE) (HE) (HE) (HE) (HE) (HE) (HE)	\$12.479.50	Wellstoy
State Facktes -DirCD	Wellsaley Sile Conditions	EWE-8671; Worlden Gereite, schoolska	\$7,30,001.40	Webestey
State Facilities -DNCD	Wedlisky Other	EAG. Foot door freezes	\$43,795.00	Wellesky
State Facaties -DHCD	Wellestey Ottet	Under State of the	565,000,00	Wilherstery
State Pacduss -DPCD	Mellestey Other Sucharistiny	Wider Consumation - Interface and the Board of Salones Peda southfollows	\$26,596,00	Wollausey
State Facables -DHCD	West Bringewater Size Conditions	EWS. Sucy Director's true: Chapter Visign	211,524,00	West Bedgewale
State Facifiles - CHCO	Wost Breigtsweier Electricus	ЕМЕ: Рек Акт. САрса Vlaga	\$218,163.00	West Britgerate
State Facelies - DHCD	West Bridgewater Other	1.0 SANY	\$67,020.00	West Baspraste
State Facilises -OHCD	Study Brillgewater Cobject Suscientable	Plant Brillianter Christis Sectional Material Conservation - Dec Beat state to be a second production of the second produ	\$20,005,00	West Bouggerate
State Factories - Ciricol	West Movibury 567-1, 765-1, 705-2 Ottos		\$32,400.00	West Newbury
State Facilities -DHCD	Wast Newbury 957-1 Site Conduses	РАМВО-Фрабоку мід Ратрод LV Яекителін дій Рамву	\$32,440.00	West, Newbery
State Facilities - DHCD	West theybay 705-5 & 105-2 Bidg Env	With the Aby 705-1 & 195-2 Edg. Env. (APY), WINDOWS—12 Vey the Edge of Pression Representation of Business	5103.956.00	West Newfath
Stato Pacities -DHCD	West Reviousy 705-2 Other	VECTORY ICEAS.	\$10,000.00	West Newbury
State Faceties - DHCD	West Newbury Plumbing	EWJ AG PP: CWM	\$14,552.11	West Mewhery
State Pacifiles - DHCD	West Newbury Sile Conditions	EMG AEPP Stewart regards & options	\$12,586,00	West Newbury
State Facilities - CHICD	Wast Revibury. Other	1, 6 5, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1,	315,000,00	West Newbory
State Faultins - DHCD	Whist Springshed 38dg Env	102 Рашеба Амайс 697.2 Вейлия Етебрас	\$608.750.09	West Spreigfield
State Facilities - DMCD	West Springfield Ottom Sustainability	rhad Gradfodi Onel Sushmally   Water Construent - You four oiler & Stroner hear exaltings	\$46,000.00	West Spreigheld
State Facilities - DHCD	Westnomigh She Conditions	25.00 de Historie	\$14,590.55	Westborough
State Facilities - DelCD	Westborough Other Bustamahiley	Ware Consensors - Los fou sulet & shower hear another or	\$30,000,00	Westbernigh
State Facilities -DMCD	Westlead 667-3 Stag Erry		\$185.827.59	Wester

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ifrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

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Task Force	Projectitite	Propert Adeatraples	Request (8)	
State Facilities - DHCD	Westind 795-2 Other	Viscant-s-enter	3150,030,00	Westfield
State Facilities - DHCD	Westlent Blug Eav	Emily Water Roll at Debte Again	\$100,000,000	Westfield
State Facilities - CHCD	Wostileld Severage	ETTER A	\$110,795.80	Westfield
Slate Facilities - DHCD	Westleid Electrical	ENG. 95.14 Following Parish (VI) 49.00 Parish (VII) 49.00 Parish (VIII)	\$298,670.00	Westfield
State Facilities - DHCD	Westfeld Other Suttensfelly	Wilst Content and the School of Scho	\$26,800.00	Weothers
State Facilities - DHCD	Westiesd 887-4 Otner Sustainableby	Scian Panel Problishen - Casolake set		Westfield
State Facilities - CHCD	Westford Other Sustainability	Vitest Constraint - Sw live tool & Xower need vestablision	\$24,000.00	Weathing
State Focalies -DHC0	Westpart 667 See Conditions	Poptace was all waterways and recovery and rectly allocation to see the second of the	8405,292,25	Wedpert
State Facetes - DVCD	Westpon 667 Bldg Anv	Projekse shugile stating and all wordsons on all 7 bushings	\$1,047,524,30	Whistport
Stote Facilities - OHCD	Westpoil Bag Env	Validative & Sidely, Givernosy I let	\$925,635,19	Westpari
State Facilities - DHCID	Westport Site Conditions	EMES: Scientific Duringle Modific Roups, Generalized 1	5347,001.00	Westport
State Facilities - DHCD	Westport Other		85 14,950,00	Westperf
State Pacifices - OHCD	Westport Count Sustantiables	USB31 - Von Tow Tow Tow To Albert I headt woldshown	524,050,00	Westport
State Facilities - CHCD	Waynouth 200-1 Other	VECONY 19930	\$1,720,00	Weymouth
State Funkties - OHSCD	Weynouth 200-1 Other	(2000KV) (eb.85)	\$1,728.00	Weysteuth
State Facates - DHCD	Weynouth 200-1 Caller	Voctory HACE	\$1,720.00	Meymodifi
State Facilities -OHCD	Viveymouln 200-1 Other	V(Z(B)) y + (B) d(B)	\$2,600.90	diventere
State Facilities - DHCD	Weymouth 209-1 Other		\$2,500.00	фартопр
State Facilities - DHCD	Weyntoulb 200-1 Other	Value y (ESA)	\$2,600.00	Waynouth
State Facilities - DHCD	Weymouth 200-1 Other	Vaccion (file)	\$2,606.00	Weymouth
State Facilities - Or9CD	Weymouth 200-t Other	VECTOR (CAS)	\$2,600.00	Меупост
State Facilities - OHCD	Weymouth Site Conditions	C.200 Miles	\$183,000,00	Meyrauth
State Facilities - DHSCD	Weymouth Bidg Env	2002 Cust?, Bdg Envisine Sailt, Pope Towers	\$571.457.84	Weynsouth
State Facilities - DHOD	Weymouth Elevator	EBIS, WI SON WALLES & Apart was the leva	\$1,128,968.82	Meyrmouth
State Facilities - DHGD	Waymouth Bldg Env	2012 GAR phg 1 and 4 widher tiplic	\$1,322,595.00	Weymouth
State Facatas - DHCD	Weymouth Other	1.8 S.A.B.I.J.	\$129.000.00	Weymouth
State Facilities - Cr42.0	Vinerian 667-4 Bagg Env	224 Virji igluzinek antavo. Lore E gass	\$80,136.00	Whitenan
State Facilities - DNICD	Velsman 637-4 HVAC	8 Brides sout Harvack featers	386,400.00	Vstetman
State Pacilities - DirICD	Witternam Sate Conditions	rediks 5. Seathing ting: Dietson Terrisce	\$359,760,00	Whiteman
State Pacifiles - DHCD	Whiman Other	Life Suidsy.	8150,000,00	Whitenan

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ommonwealth of Massachusetts	astructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List
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### 3 125,000.00 \$125,145.00 153,562,50 D year old Associal Shrupe Replacement Replace 288 Squares or chappe Raiding on 24 Buskeys with 49 year architect style chappe 30 peer ool Asphan Strope Replacement Replace 325 Saysaes of strope Rockry on 12 Buddays wah 40 your schaop sofie shayke Write Conservation - low fox toket & shower lead installation der Consorvation - Inv for 1088 8 stioner head asslubblio Spening Award: 200-11568 C. 200 Pacel installetion - Curstidate site researe Versh and stain all 8 buildings MG. Rooling and Statr replacement SAG: 667-1 so-in to manicipal smally contrete stae repair (\$667oded Septic System at a 705 MG, Resocupy Vacant 705-363. Boses 200-1 and 705-1 SAG: fatng stonn distris MC. 967-1 fas alama Anthrop 687-4 Other Sustangably oburn 200-3 1-45 Liberty Aye. Offer bum 289-1 1-68 Crestost Aue Cimer usum 200-3 1-48 Charly Ave Ruor Absura 200-2 1-60 Websign Ave Rass distrinsioner Center/Sustantiability nchosler 867-1 & 867-1 Other vaham Other Sissamability ething Other Sustainabaly doratiom - Sits Conditions analown Alag Env selvop Saa Corollons nargion 705-1 Deler chendon Electrical Prep 250-1 K & B braham Sawaraga preham Severage menglan Electrical megton FIVAG Wasigian Office step HVAC State Facilities -DHCD Marke Facilities - (04CD) date Fackles -DHCD Barty Facilities - DHCD State Facilities - DHCD ne Pacifiles - DHCD tate Packters -DHCD State Pacifiles - DHCD tare Pasitions - DHCD Facilities - DHCD to Pacifies JHCD State Facilities - CHCD Facilities -DHC0 to Facilities - DHCD 9 Packiples - DHCD te Pacifies -DHCE to Facilities - DHCO te Facellers - OHCD dae Facilities - DHCO

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Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Taskforce	Project (idin	Project description	Request (3)	City/ Tow
State Fadibies - DHCD	Wodorn Electroni	EWS. Fire Alam Control Paril Upgrats	\$191,415.90	Webum
State Paulinos - Dato D	Wokura Other	Life Saley	\$37,000,00	Weburn
State Facilities - DHCSD	Woburn Clingsi Sustativability	Water Conservation - Year flow loafed in Scherola Toach in Scherol	\$40,000,00	Webun
State Factores - DHCD	Woburn 667-3 Other/ Sustainability	Shari Purel kushilaton - Cenhidak até		Webuth
State Facilities - DHGD	Wornester 667-2 Granmood Bilg Env	ROBINE FORMS (S. SAM)	860,750,46	Wetcestor
State Pablides - DHCD	Wordester 657-4 Curtan Roof	Refallow Single Rack (180 Stychen)	\$97.200.80	Norcester
State Facilities - DHCD	Woccoster 667-3 Lafayotte Coner	Sering Ago Rogs and Biblist New VCT	\$117,450,00	Weizester
State Facilines -Det.D	Wespetter 667-2 Greenmood Site Conditions	Indistrice Paring (18 Grand)	5121.500.90	Waroaster
State Parities - DHCD	Wonspike 705-1 K & B	Виртира (1974) (1974) (1972)	\$324,000,40	Wordester
State Facilities - DetCD	Wartester 705-2 K & 8	Ballooper (1904 p. 1904)	\$498,400,00	Macestar
State Facilities - DHOD	Worcestor Bite Carellitons	EMI, 30 pn/pn/pn/emission-proport	\$130,000,50	Watcheser
State Facilities - DHCD	Worcester Roof	EAV; 20×2 nat paix equie)	\$19,775.89	Worcester
State Facilities - OHICD	Véorçepter Sée Candipons		\$8,000,000.60	Worcestor
Stark Factures -Devold	Morcette 200-2 Other/ Sustainability	SOBY PACK ROTHINGS - CHOSTOR SIR		Varcester
State Facilities - DHCD	Worcesser 2001, 2002, 8573, 867-2 667-3, 667-4, 705-1, 705-2 Other Sustainabley	Fronzen 1901 1, 2002 1, 567, 1, 1, 1, 1, Change Cutambility payet 1 - Competencial Energy Pertennian Spatial In multiple development or Mill Neuray selfs, with cognitional or Mark 6, proof 167, 2, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1,	26	Waropster
State Facilities -CHICD	Witchthare Other	126 Selfery	\$25,000,30	Menthan
State Papities -CHCD	Wornthern Otheri Sustanakaliy	VIZER CONSTRUCCI - ION TON FOREST FROM TONISHING	26.400.00	Wentraes
State Facilities -DHCD	Yarmouth 657-1 Other	Puckase and install 42 electric ago, size stores. Existing stores are 47 years Aft.	333,996,00	Yandamata
State Facilities - DHCO	Varmouth 667-1 Blag Env	Reform a real of to expent Combination storm 4 screen doors on 4 buildings. These are the original doors and 41 years old.	\$72,308.70	Yamsouth
State Facilities - CHCC	Yamsouth 867-1 Etecnical	usta. 47 yeke obt denetøgenent. Ekseling system is Pacific Wess, 80 anga end was lated by 1940'D oxerracted rispector as a problem requiring imminglate	\$748,038,00	rigurasouth .
State Facilities - DHIDD	Chisecs Consolidated Trenson Village (Bostor) HVAC	Religion DHM makes and very properly	56,485,00	
State Facilities - CPCC	Changes Consolidated Tremont Villeya (Boston) Badg Env		\$10,500.00	
State Facilities - Cetco	Conness Consolidated Tremon Village Bestany Comp. Mod.		\$14,338.96	
State Paulines - DHCD	Chanese Consolidated Tramous Village (Bostan) HVAC	BARTON WAR MARK TO SECOND STATE TO SECOND SE	\$18,725.00	
State Facilities - DHCD	beiler & pipe reptazement		\$5.870.000.00	-
State Fesifies - DHCD	window replacensent		\$2.5,600.00	and the same of th
State Facilities - DirICD	Multiple Liss Otten Sustainability	Data Energy Entracements. The scope of many section projects in the properties bet below world be augmented when the administration-plan's represented and an above illustration.	530,000,000,000	
State Pacifices - OHGD	50 Local Housing Authorities, Olbert Sustainability	Dialowde procurement at applicance & Egisting for approximately 2009 heuring units. Plocus on rehigerations and spaces. Relation to be-flow faller procurement program.	\$5,000,040,00	-
State Facilities - Derco	Approximately 30 Lhas Other/ Sustainability	Solay Rejensable: Program isstallatura of sittar protovytatic, solar theman in solar hor an isystems ranging from 25 kW to 300kW at text sites	87,500,000,00	
State Facilities - DHCD	визрад вперіоде	WARRY STREET,	\$1,319,943,90	
State Pacifiles - DHCD	New construction	12 (1935) SIGNATOR TO CONTROLL AND THE CONTROL AND T	\$3,845,854.00	
State Facilities - DHCD	Building Envelope	Saling, Wildows, Odors, syatres.	\$2,400,090,00	
State Pacities - DHCD	Removation	Office rehounts)	\$183,000.00	

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nfrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Porce	Projectifie	publica riproduktu	Yotal Pederal Act Request (5)	City Town
State Facilities - DHCD	Kallyayy reptair	ropain halfway and statewell	\$20.000.00	
State FatSites -DISCD	rsilivay painting & refunstring	Patility & telashrig	\$21,000.00	
State Faceties - OHCD	Screen doors		\$20,280.00	
State Facilities - SHCD	Construct 2 new famely units		2498,000,00	
State Facilities - DHCD	K&8	ASE DORL WORRENCE AND A SECOND AND A SECOND ASSOCIATION AND A SECOND ASSOCIATION AND A SECOND ASSOCIATION AND A SECOND ASSOCIATION ASSOCIA	\$2,512,713,50	
State Facilities - OHCD	bedor & pipe replacement		55,820,000,00	
State Pacities -DHCD	wingow replacement		\$225,500.00	
State Facilities - MCCA	Boston Curenos Garage Eney / Est Roadway Restantion and resurfacing	Roman souling status and on. Return Landofing Johashal concept franço and value produig. Romone and replace and replace and replace produits status to status to status.	\$875,005,00	Boston
State Facilities - MCCA.	Hynes/RTA Turnel Celling Pamavel & Replacement	Plenore and refered (45-) year ool supported concurs using system strike the Hyans C.C. and over the Made Support Apply reventible to proving the improved strictled fabric Reforms, princes, princes exting villate introductive string Pyren and MTA certains.	26,820,005,00	Baston
State Facilities - ACCA	rtpnes VCT / Asinostos Abalement	Pennal at 50,00 by Pris ampendant bis and hereion coderinated from trade. Pennish	\$1,015,006.00	Boston
State Facilities - MCCA	Mass Maruel Camer Arena Root Replacement	Flaviors and replace entires J.F.O. Trans Avent and Replace all need teachleare, catalogy, supervisor points, Bash to all equipment bases, etc. beauth partes subsequences are required.	\$1,750,000,00	Spingfiekt
Transportation	Hangar 11 Tad Door-Westower Metropolites Asport	construction and interpretabilities to add and plant State from exploreing from decays to power used residents, developent, species with a construction recomposed from States of other across will be seen that you have been a with a second of the second o	00/000/0028	Chropes
Tonaportation	Passanger Terminal Building Exerior Blectric Upgrade, Westover Metropolitan Aeport	This powers will enough fam, electrolates, sits work contractor, present consister visit monoclasticing, present consister visit monoclasticing, converges, and websets respectively.	\$25,000,00	Chlospine
Transpartation	Cerier School-Abrygion		\$425,000.00	Absignor
îr gazyedrilakem	ADAMS-RESURFACING AND RELATED WORK ON A SECTION OF ROUTE 158- ADAMS		81,789,880.00	Adjens
77805purgaboyn	Statewido Cominamizations Netwerk Expansion (insrease of bandwidth (or 17 servinos)- Along 1-30 fram Boston to Westfield	The popula was maken at a supplemental and enterporate. All case his provided by Manuschinston estimations and supplemental and enterporate and enterpolate supplemental and enterpolate and e	\$1,560,005.05	Along 1-90 foun Boxbon to Westfield
Transpir/dicen	Annoktury Infernatial Transpertation Center - Amestinry		\$2,439,045,00	Acmeshury
Franslandhoon	AARESBURY-HAVERSHILL- MERRIAGICK-SALISBURY- RINTERSTATE RAINTSBUANCE & RELATED WORK ON 1-485-		\$13,104,240.00	Americany Haverball Mentimac Salasteary
Tiansportation	Double Track Haverful Line - Lowes Jurishon to Anguyer Skeel - Havelful Commuter Rall Line - from Andover to Lavelence	The proposal abroving this for Statement is build by additional tracks, and equadody statement they like the page to instant the additional reformation. Some	\$19,000,000,00	Astroner to Carentifice
fansjerianer	Oyus E. Dalle Elemenary School Arteglan		5448,000,00	Athegien
Transportacen	ASHBURNHAM-BRIDGE REPLACEMENT, A-15-016, LAKE ROAD OVER WATATIC LAKE OUTLET-ASHBURNHAM		8650,000.00	Ashbuenhazn
Tracsporlation	Rehatidusen of Adleboro Train Station 7 Mill Street, Atteboro, MA		51,100,000,00	Affeboro
Transportation	Point Stanon Platform Walkosay Connecting to Coveninen Attitions 7 Mill Street, Astrones, MA		\$1,409,000.00	Athlebero

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Tabl Force	Project title	Project description	Total Federal Act Request (6)	Gray Towa
Tanspartation	Isrierchange 10 Rarigs Mile 90.1- Applien		5260,000,00	Auburt
Tempurtakon	Southuning Stratt, Mile \$0.5. Aubern		\$1,408,000,00	Aubum
Transpertation	Sancroff Sirger, Més 91.7. Applien		\$400.000.00	Action
7 dospartation	AVON-STOUGHTON-RESIRFACING & RELATED WORK ON ROUTE 24- AVON-STOUGHTON		64,025,000,00	Stoughton
Transportation	Southwest Cossion Park Lighting-Back Bay, Roxbary, Jamorca Plain	The groups will provide lotte the electric and ingrines continues in the enterents.	5360.606.00	Bitck Bay. Roxbury. Janualca Plan
Tomstone	RAFRETABLE: LANDSCAFING & MAPROYEARINS ON ROUTE 132, PROM ROUTE 6 TO BEARSE'S WAY-BARNSTABLE.		81,470,194.50	Danstable
Typingoctapan	Frysissia Terminal Skp Improvernents- Zernstatrie		53,500,000.00	Samplacie
Therapertakan	RARRE-RESURFACING AND RELATED WORK, ROUTE 122 (MEST STREET) TO INCLUDE ROUTE 82 PIUBBARDSTON ROAD); BARRE		\$3,208,000,00	Бапе
Franspartusen	Pransciam Astheld Rendo Tazaresy M. G and E. Hanscom Pidde Boddord	- 8	\$8,000,000,50	Bedford
Fonsperialogni	Ponscon Jahan Renai Tamay N. G ace E. REDFORD, MA	The specified by exclosed to the property control and the cont	1,725,000,50	Boytlotal
Transpertenen	2		55, 720, 900, 00	Belmori Cambrodyk Scingrolle
Transpartalne	Entergency Replacement Ferologic Deverty Markdool Acport, Benety, MA		5200,000,00	Bowsky
Transportation	Pavement Imprinventunts to Mintropolisan Paritway System-Greater Soution	ergonia in spagio (suspensible from the programment), construction interesting and rested supplies in seatent interesting to the supplies of the programment of the p	50,000,000,00	Bestun
Transportablen	Satewak Improvinents to Netropolisa Pintwuys Syuton - Greater Boston	Massachoults control line wil supply silvou, conceptual and maleuals.	200,000,00	Boston
Transperlaten	Charles River Boun Weter Transportation Enhancement Indiabre- Boston	This speed, as design (at counter the equalities) personally, containing his person for the state of the stat	518, 360, 360, 50	Raston
Transportation	Charles River Dark Looks Manne Transportation Replacement and Rehabilitation-Boston	designed with a subgrand around at least construction word with off the solution to this contraction to the interference. Much of the fabrication words with off the solution to the solution of the solution	00 000 000 000	Baston
Transportation	Chartesgale - Phase I Desqii Lieking the Creenways-Reacon St. to Mars. Ave. Bridge-Boston	The opport is a spear for a charles with the exposuration money's translated in deprese and the effects in a following modelly and reflects or opportunity or control or the following models and the effects of the eff	M06,030,00	Briston
Toanspartacom	George's Island Por Cesign and Construction: Boston Harbor	Onele opsisuator plas and provide soft relegibles such to the restrina relation delicity delicity sterm reams.	57,000,000,00	Soston
Transpartable	Afrautenson Bikepath to Myster Bros- Personvoloro Bites Personal Transportation Link (acclation Supportation Community Path Exteritorio- Caranter Bosson	Landougher as a lending, hall show you constitute, was independent of the control	83,000,000,00	200810st

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infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Porce	Project tille	Physical description	Total Federal Act Request (8)	Cityl Town
Transportation	Pevement Markways Greater Boston	Извалителя ий кирф bbc. Отприна пирине вы materia.	\$400,000.00	Sastan
i sanspolitatioa:	Station Fending Boston	This specific signal in the experiment, contractor neutral year habbon in said improve mobile and counce comprehen we enhance public \$1,000,000 DS specialization and an experiment of the experiment, contractor neutral year habbon in said improve mobile and enqueries congration and enhance mobile of person and emprese mobile and improve mobile and enqueries mobile of person and emprese mobile and engage of engages and enga	54,000,000,00	Boston
Dateportation	Southerpton Yard - OW Soporator and Crow Facilities- South Boston	and interpret that GVP Separate and in addition to the MET it's operating contribution in pulsages, desiral appealsh companies will be equate to appeal the construction and spaces appealsh.	57,350,000,05	Rosion
Tonspodimor	HVAC Controls Upgissee, 5 Buildings- Boston		81,000,000,00	Soslan
Tanapotalica	Estrauel Plenum Ceileig Associal Repair (525 Issue): Boston		82,500,600,90	Boston
Tishaportelian	Roconstant Roadinay Sultace Bookin	Tan project particion's reposts controperer, seed employeer to relationism the benefiting modeling the binabled seen.	\$10,170,000.00	Baston
3 sansport adoss	ITD Enhancemoses IPCS - Oplital Video Switch Integrations Berson - OCC		9509,000,00	Scalen
Transpurlancer		Logalisticana del separa se responsente aces at Mater, with ched. If in floor persengent keeping trough it is 1907 to well are subcludiful arequist at tableach types of light wides cappe. The conditional series subsequences will be seen a subsequence and subsequences are subsequences.	\$25,000,000,00	Boston
francportation	- 17	The continuescent alread as I misk exponent; asset I Mass, with over 2T in falle presengent traving though it all 2021 as well as substantial arroads of among special right when exponents are instructive and accordance of the continuescent arroads of among special right when exponents are presented as a major eventle for automates, compared and among special right when exponents of the accordance of the accordance and arroad arroad arroad and arroad arr	28,000,000,00	Boston
1120gadgagar	Rofolgerster Corkano: Improventesso- Maistrie- Scath Boston	consists interested above as major recorder, established, with one 27 finding peoplogen in tending integral in 2007 is will so substantial arranges are responsible of high suits case, with one 27 finding peoplogen in tending integral in a second-peoplogen in the common and management of tending in a self as the consistency compared with a general record in a self as the consistency of the area.	85,900,900,90	Boston
Taktsportsson	Logae Altport Wayknissy System- Pisase I - Logan International Arport - East Boston	Logal channel and formation and of the state	\$7.550.000,00	Вомен
Transpurtation	Lugan Argort Wayfining System- Phase IILugan International Alport - East Boston	Light tennional April is a nation occorde, and of their, with one 2.7 finding postages in ending though in 2.707 as will as whether the occupancy of their continues of their continues of the sea.  The continues and animated early rate specified is a faight benefit to be become and proceedings of the sea.	\$7,550,000,00	Возгол
Transportance	Fish Plet access and safety improvements. South Baston	Proper registers the addity of existing stated business to efficiently conduct business and caterians pool paying jicks in the industrial exists. Constitution extents will be non sumpation to the business companies companies to the companies to	52,500,040.00	Boston
Traersportabon:	Nothern Avoltus skilvenik Satety Improvements- South Boston	Local contractions will have a currentative athermorps to the types of combustion activities required by Harvicking the Salvenille and street custors,	3620,000.00	Востон
Transportations	Logas Foreign Object Detectors Systems Logan International Fagore-East Beston	Joba bemakana kepa sa majer poworen past at Mass, will over 2" milita persengen tunden prought in 2017, as refl as supplicible amounts or velous repes flight what oligos. The confessed and proughts and proughts are supplicible and proughts and proughts and proughts and proughts and proughts of the area.	35,000,000,00	Braston
Transportation	South Beaton Signage-Design and Inntroventation (Physic I), South Boston	Managhayesis quarte texterban and vermandistic companies veckal be in a rein competitive position to companie the contents. This pupped tell impress the effect, and connections of vehicle and predictions shared in the S.B. venethours men.	11,388,000,00	Baston
Transpartation	45		\$1,500,000,00	Soston
Transportation	Worth Jeny Deax Reconstruction Fig. Kennedy, South Boston	The recursionstand if the hone) Jelly disal will generate impated ing and constitution plos autociated with the design and construction pricettes, which will likely linding a row of Massport employees and ASE topic and other construction.	\$6.000,090.90	Buston
Transportation	North Bank Pedestnen Bridge	Politicides succession best from the scanned properties of the contractions.	\$20.000.000.00	Boston Carobridge
Transportation	Charles Rose Dam & Ansela Earthat Dem & Navigaton Locks Laphing Replacement Boakon and Sonamville	insiderin of westprices will be an outstand to add that envisioners who all to efforted the operations and build have energy-efficient hardness. Folke, traffic signeds, and simplicials by prices of the parts concessers to compare this work will have be opposed we construct imposed a support of supports to expension prices.	9700,000.00	Boston Summinite
Tigzskpoddarlad	Grand Autoban - Track Rehalblishop- Boston, Combindge, Somerwille	Variodometis vallerias valle freed and version allique a sequent.	58.200,000.00	Baston, Cambridge, Someralle
Transportation	BOURNE-COLD PLANNIG AND RESURFACING ON ROUTE 6 (SCENIC HIGHWAY)- BOURNE		\$1,765,000.00	aujaog

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Testifore	Project title	Proyect description	Total Federal Act Request (5)	Clty-Town
Transportation	Dougle Track Michlepsos Ling - Braintea to Bisigewater, shiddenno Codunsular Rad Lins - Braintea to Birdgowater	The greater of provisions to address sectional basis and reported status and also state some law temperatures. Emerged status and also state some law temperatures and also state and also state that the address and also seem of the state		Braintree Brakpawater
Transportation	BRIDGEWATER MODILBORG. RESURFACING & RELATED WORK ON ROUTES 15 & 25, FROM SRIDGEWATER TO MODILEBORO SOUTHERY SHOULEBORO MUDILEBOROUGH		52,800,870,00	Aductive results
Zansperiation	BROCKTON - RECONSTRUCTION OF ROUTE 27, PLEASANT STREET AT WEST STREET AND WESTGATE MALL - BROCKTON		\$643,800.00	Brocking
Fransparkarien	Fisch Route Bus Camera System- Brockton, MA		\$210,000,00	Brocklen
Sanspostason	Paratranell AVLKSPS System- Brockton, MA		5) 50,000,00	Grocklon
Zanspadallen	SAT Support Vehicle-Brocklon, MA		335.000.00	Brockton
Teksportulión	BURLINGTON-LEKINGTON- BACKDING WORDEN TRAFFIC SIGN & GAIDE REPLACINGENT ON 145 (SR 129- BURLINGTON -LEXINGTON- READING -WORLIN		51,299,560,00	Bulkegron Lesangson Reading Alabam
Tearsportanen	Herfacate Application of Public-Use Aspects 2VY, FT, GHS, EWB, OWD, ORE, 985, TAN, BAF		31,130,000,00	BVY,FIT,GHG, EWB, OMD, ORE, BBS, TAN, BAF
Transportation	Harvard Station Harvard Station	Header Station - Ebraite - Eprate - Cantacage - They project provides prosible expressive reports. Construction of the deviation of the deviation of the project provides and experience.	\$7,598,972,00	Campidge
franspertalian	Sund/Salt Facility- Charlestonn- Charlestonn	Wit Clash days with control beaution of the control beaution of greater (Design Control St.) Strike for the control beaution of the control beaution o	\$1,700,000.50	Challestown
Transpollation	chamnesud Holl Rd., Cluarino, Majo 35,4- Chamileo	This project processor, suppliers, an employees by maintening the leneralism readvey. Beneath the tracected sens.	\$2,625,699.00	Chargen
f fairs powerthan	Replace Hanglar Decus on Chy Connect T-Hangar at the Chetharn Muncipal Auron's Chalharn Munsipal Amoot, Chalhann, MA		\$120,505.00	Chatham
Transpiratiables	Strubund Steel Painting, Phases 3 & 5. Tollis - Tokin Bodge. ChiefeculChaldestown	The Mich Reliep contact (BLOOK) With Right of the tradement of greate Razion. Chef 12:00 websites, see it is stopp with a prometary bankers as with supplies and suppress with a prometary bankers and suppress with a prometary produce and provide relief of the prometary bankers and provides with a property of the trade consistence and provides with a property of the property of the brings containers. St. of million and containers and and a provide relief of the property of th	\$27,000,000,00	Creeksaar Charlestown
7 cens fartachen	Oeck Rehisbalisten, Phase VII. Tohn Bridge-ChulkearCharlestron	The Class of the C	\$14,000,000.00	Chelteal
Fromspiretisaum	CLINTON-BRIDGE REPLICEMENT. C-16-002, WATER STREET OVER THE NASHLA RIVES-CLINTON		\$5.117,319.00	Clatho
Tradsportution	CONCORD, RESURFACING & RELATED WORK ON ROUTE 2, PROM WALDEN TO SUDBURY. CONCORD		53.575,000,00	Dodrcord
Transportation		it of d-d3-620 (frikse jr danners	538,785,200.00	Danvern
Transparentar	DARTMOOTH NEW BEDFORD: MERCOLEMENTS	ADMINISTRATION STREET HOUR ROCKLILL NEW HOUSEN THEET THE PREDICT DAY MOUTH NEW BESTÜND.	\$2,724,438,00	Oartmoyth New Bedford

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Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

	Tark from Books From	To the state of th	Total Federal Act	
Transpentarian	DENNS, RESURFACING & RELATED WORK ON ROUTE 6A. DENNIG		\$2.975,000,00	Dennis
Transpootation	DISTRICT 1: RESURFACING & RELATED WORK AT WARGUS LICCATICINS: DISTRICT!		52,542,000,00	District 1
Transportation	Addresort Statest Degrate - Pause 8- Derchester	VIII requin namesia to be suspina tento best suppliers and will promise construction you fail a waterly at construction Valen.	314,000,090,00	Datchester
7/2015/pice/Biright	Four Conners Genera Staton on the Fairmoust Linn- Corchester	Transmit reports of the instrument or an talk included comparations provides contribution case employment in the 2-year shot here and trap-term provides better datal sumportation controlled between and the Basin coveral backers distract.	\$20,931,374,00	Dorchester
Transportance	Red Stone Yrak-East Longmendow		51,292,890,00	East Langimeadow
Technical contraction (Fig. 1997)	EASTHAMPTON GREENFIELD. NORTHAMPTON SOCKHAMPTON WESTFIELD, RESUMPACHES NO RELIATED WORK ON RELIATED IN THE AND SANCE ASTHAMPTON COREENFELD WORK PILLD WORK TRANSTON SOUTHAMPTON SOUTHAMPTON SOUTHAMPTON SOUTHAMPTON SOUTHAMPTON SOUTHAMPTON WESTFIELD		54.575.7907.30	Clestinsespton Greenbost Northampton Southampton Westfield
Tomsportector	ERVING-SILL - OBJANGE - WENDELL, RESURFACING-AND RELATED WORK ON ROUTE 2- ERVING -SILL - CRANGE - WENDELL		\$4,075,085,30	Erving Gall Grantpe Wendell
Transposition	Sauth Peer Exposision, Fall Boor State Pier, Scapost Project, Fall Rhaer	The conduction of the prop part all products on support over improved and state of the filter first any contractor, but pulsage at the Space Car, separated by the production of the state of the production of the state of the s	\$10,432,080.00	FsB River
Tansportaion	FALL RIVER-FRRESTOWN- MITERCHAKGE COMSTRUCTION ON ROUTE 24- FALL RIVER -FREETOWN		\$66,850,000.60	Fall Rivers Freeziosen
Transpostation	FALMOUTH RECONSTRUCTION OF ROUYE 28 AT REME'S CORMER. FALMOUTH		52,412,483.00	Falmouth
Transpertation	Woods Hole Carlei Dalprin: Pasnouch		5450,000.00	Fatrocatti
Transportation	Crack Repair and Sealing on Runways- Fatnocula Airpark	Diek Repoir inn Schaleg im Rumeay». Christie jobs and embança commodes perchilates for the allipses.	\$48,800.00	Falmovilis Abpael
3-fartspartsten	Crack Repair and Sealing on Rumerys- Prichourg, Asport	Jack Rupoli and Stating on Parimetrys - Cliede (20s and ethance committee for the dispart), Verbolg Japon	\$240,000.00	Pileothough
Transported	Purchase of Alternative Fuel (1994) and Saves and Vars-MART Facety - Fitteburg, MA		\$2,200,006,00	Farichus
Transportables	install Handisop Restree 8 regis Lavel Pastrums Korkevander W. Inhelion 8 Autoundaller Fideningham Vehorecate Like (Networkte, W. Newton & Authundalle Stesons)	Absolutions is noticed out to couplyped as noticed by most the conduction requirements with this collection will be allocated for induction to proceed the conduction of the c	510, G00, G00, G0	Yorcester Worcester
Transportators	Frankiin Line - Uppaabe to Rositue Fran Central- Frankiin Commuter Rad Late	The employees alkined to intell this system will be from the Massachades area arraneishis with the parameted from literanciatelits ventures when possibles.	\$18,500,050.00	Frankla
Transportation	Grack Repair and Sealing on Runways. Gardnor Argon	inod Repair and Challeng on Reservings - Clocke pala smit the basiness construction procedulistics for the infamily.	\$120.000.00	Gardner
Transparance	Gaucester Store Pier Macgaltional Diedging, Sesport Project-Gloucester	The prior will notices avenues and insects to file City of Grancester. With releve commentation result had been as in Figure and insects and which the comment is a second file to the control to support materials in the control materials.	51,800,000,00	Gloucester
Teachartaban	Cattyhant Prar Rapains, Gosmosi, Seepont Praject - Gosmola	The gregori will commercial access, to the idition to dimension the littens to element.	5230,000.00	Search
Trientagostation	Cusck Repair and Seaking on Alanvays- Great Barmghan and Nerthampton Arports	Chicat Required and Salangui mitmenty. Chama: jack and scheduce commence proceedings for the alignett, and substitution of Northalangui and No	\$161,290,02	Great Barrington Northampton

ture Mobilisation Effort - Same-Rodonned, Stravel Bewelp Propert Lat.

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# Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

			Total Federal Act	į
Yensportation	GREENHELD-SIGNAL & BUTSHSECTION MAPROVEMENTS AT RINTERPRETATIONS. OBSERVERED		Request (5) 54,553,590,56	Greenleid
Tisnsponsation		Then will be also devial as a states state as a construction in this proper and again that is the structuren and expension of the Contribute. Under construction is complete, then will be added as a structure and the FRTA will FRTC.	\$12,890,000,50	Graenledd
Trensportation	FRTA Facebox Becavery project- Coenfeet, MA		\$300,000,00	Srefuteld
Transportation	GROVELAND - HAVERVILL - SPDDGE SEPLACEMENT, G. 1-600 H-1-5012 ROUTE BY S. ROUTE 113 OVER THE MESPREACK RNEIR (SATES BRIDGEL - GROVELAND - HAVERVILL		677,500,015,08	Groveland Mavertill
Tarespee lanco	VANOVER GRIDGE REPLACEMENT HEBOT IN ROLITE 39 WASHBIGTON STREET) OVER ROUTE 3 HYDLOUNG SIGNAL HYDLOUNG SIGNAL ROCKOUNG SIGNAL		912,794,396,50	Haraver
Famaportigion	HARDWICK-NEW BILARTREE. RESLARACING AND RELATED WORK, ROUTE 32 BARIN STREET; MARDWICK-NEW BRARTREE		M275,300,00	Hantwick Now Brantiee
Tenceperation	HARVARD, LITTLETON. REGURFACHIG & RELATED WORK ON ROUTE 2- HARVARD -LITTLETON		s6,784,600.0s	Harvand Littlefon
Teachminead	HAVERHELL BREINGE REPLACEMENT, H-12-DDS, PERRY ROAD OVER THE BAN RAILROAD AND WITA- MAVERHILL		56,054,370,00	Aswelst
Toposportation	Mennesek Vidley Transd-travedall Internoduls-Haverhill		53,627,500,00	Haverall
Transportition	Monstack Valley Trenschus Mavrichance Facelly Removations Haverhill-Robert Ave		55,401,125.00	Haverfull
Tradisportitudes	Haveshild Line - Upgrade to Positive Train Copinge Havedall Construter Rad Line	The epitypes silkbud to usuall this systems will be soon the Massachunation area and moderated with the previous from Massachunation where positione	\$18,000,000,00	Haverbill
Tossportation	Wongsbuck Generalisasi Trak-Haginam Optiebskei	Throughout Conceillus) Truk-Holpher (This proposal will writing the specialistic or complete the lack features, it, addition, tibes will be contributed to the META approximate an exactle of it and predictionable could be featured.  Checarter in state in state in	8300,000,00	Haghani Cohzestek
Transportance	install Above Grozed Fuell Tauks. Barrotsbie Muncipal Aispon, Hyanne. MA		5600,000,00	Hyaords
Travesportation	LAKEVILLE-MIDOLEBOROUGH- RELOCATION OF ROUTE 18 (RHODE ISLAND ROAD) (2.009 FT)- LAKEVILLE-MIDOLEBOROUGH		\$5,716,931.00	Linkovite Micdelborough
Treesportation	LAMESBORCAGE, RECONSTRUCTION ON ROUTE DIROUTE E COMMECTOR NOAD. INCLUDES MAINTENANCE OF BRIDGE NO. LOSS 0222. LAMESBOROUGH		59,980,795.00	Latenthyrough
Transportabale	LAWRERCE-BROOGE RENABILITATION L-04-014, EAST HAVERHILL STREET OVER THE BROKET RIVER, LAWRENCE		55, t04,020.00	Layvience
Transportation	Crack Repair and Septing on Planusy 14-32- Lewence Alphan	Create gots and empanie controlletes for the allipsin.	8160.000.00	Lavarence

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Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Tazk Force	Project fills	Project description	Total Federal Act	Carp Town
Transportition	Simpley, Stiffmake Bluid Picka ou		(e) judinbug	80
traction and traction	ROUTE 7 TO ROUTE 183- LEROX		94,013,410,00	renox
Transportabaza	North Leonism star Parking Garage F austy- 35-40 Marbus Street Leonisman, MA 01453		58,195,000.00	Leominsier
Transportation	Footh Asian Street Vehicle Sousye Fledity- 840 North Man Street - Loominster, MA 01483		93,748,090,00	Coominstor
Fautsport mices	LINCOLIN- RESURFACING AND RELATED WORK ON ROUTE 2- LINCOLN		\$1,289,990,00	Lancola
Fallesportation	LOWELL BRIDGE BETTERMENT 1. 15-6091, LOSODO & LASORI, BUBITS 15-6091, LOSODO & REGERIANO & SR36 OVER THE MERRIANOCK RIVER LOWELL		518,429,028,00	rowell .
Transparazion	LOWELL - BRIDGE REMARKLITATIONS ON POLITE - HAS LESSOR. CONCORD RIVER LESSOR. S. LESON, WOBURN STREET. LOWELL		\$27,500,000,00	Cowell
Tracoportalion	Modhane Gas Detection System- 100 State Street Lowde Ma.		\$250,300.00	Lowell
Transportation	Blussom Striet Pacy Cercunal, Seaport Project - Lytin	Bizsan theer Proy Tennan Swipor The peaks the seaso-comment in translation, and suchlay pits after the season of the Chy of Lyan. The popul will be support the general season that the peaks of the general season that the peaks and translation and the peaks and translation and the peaks are peaked as the peaks and translation and the peaks are peaked as the peaks are peaked as the peak and translation and the peaks are peaked as the		Lynn
Transportations	NYMA SARGUS BRIDGE REPLACEMENT TERMED, LISABEE BAJKUS ROVER PRO SAJKUS RIVER (FOX HELL BRIDGE) LYMH SAUGUS	<b></b>	\$15,720,000,00	Saugus
Tistspotalien	ABSTA Bus Facility Enhancement Program- 5 Gazages, Lyin, Cabet Aberir Street, Charostown and Coorpy		56,730,000,05	Lyser, Callet. Albany Street, Charestown ser Guirez
Transportation	Retratifiate T-Hangars at Manadeld Municipal Airport	Medsachuseths based and it is extremely	\$150,000,00	Manadelts
Transportation	Replace Galei B Card Access Reader at Mansfells Municipal August-Mansfeld Municipal August, Mansfeld, Massachuselts	State and the following the following the propriet into the process of the control of the contro	\$12,421.00	Maussiekt
Transporteien	Runways	Challe jass and printings commence procedules. For the apports.	\$130,000,00	Mansfeld
Transportation			\$10.584,050.00	Mattapoised Mattapoised
Transportacen			5246,800,00	Marthoro, Hopedole and Spencer
Transportakan	Install Ground Corremeirations Dottel at George D. Hartow Feld: George D. Hartow Feld (Marshfeld Municipal Arport), Masshfeld (Massachusens	The proposed position Massechiorest, kine in the eduplication precess. The beauty for its Massechiorest based and the economics of the file by the Massechiorest based and the economics of the file by the Massechiorest based and the economics of the file by the Massechiorest based and the economics of the file by the Massechiorest based and the economics of the file by the fil	820,000.00	Marabbads
Transportabora	Araball Woreless Wand Speed and Okeotien Indicator at George O. Harlaw Fields George D. Harlaw Exits (Marshield Appen)	drazion proviess. The construction from selected in Massachusells bazood.	\$40,000,00	Macsirlacid
Transportation	Crack Repair and Sealing on Rumays- Marthus Vineyald Airpoil	DOR Kings and Safety on Rimmayor. Gradit yido and salamsa carmensa prosadates for the dispats.	\$440,000,00	Marks Verys

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Commonwealth of Massachusetts
Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Force	Project fills	Moyet desinates	Total Federal Act Request (5)	City/ Town
Turspotanea	WILMINGTON - METNIEM GUIDE & TRAFFO, SIGN REPLACEMENT CN IS ST. FROM SK 128 (EXIT 92), TO SKR118 (EXIT 92), METNUEN - WEMINGTON		84,275,000.00	Methwatos
Transportation	South East Mass Line (EUTPVI)- Modeboro, Rochester, Wareham	The project is explicated to operation (Co.), bibb.	86.500.000.00	Medileboro. Prochester. Warnham
Transportation	Mulcost - Upper Charles Tral: Phase 2- Millord		26,268,580,00	Millions
Transpervience	Int. 11 Ramp over ML. Mie 96.3- Milltury		\$2.686,040.00	Milleury
Transportation	Park Hill Avenue, Male 14, 3- Philling y		\$570,000.00	Millhory
Transpertation	Connecut Telengars al Taylors Falls Municipal Airport Turners Falls Municipal Airport, Mocagoe, No.	The proper will possible through the property and in the property process and in the construction process. The design for calculated to this work is Massuchastic based and it is entermised that the carcinolism from will also be Massuchastic based and it is entermised that the carcinolism from will also be Massuchastics.	\$6.000,008	фанадае
Transpectation	£	The proper of positively regard Nuclearistic forms the design process and in the continuation process. The design form subcload for this work is Microplanized bound and it is extensible that the continuation for the subcload for the work is Microplanized bound and it is extensible that the continuation for which we have been applied to the continuation for the subcload for the work is Microplanized bound and it is extensible.	5650,000,00	Montagan Mon
Z-mrs-porrzablen	Authoid Ebertoban Upgrafies in the Tumers Falls Municipal Rigard- Tumers Falls Municipal Arport, Marriague, MA	This program posterior is the standard from the design practs and it has constituted process. The design firm should be need to Managament stand and it described from the need of Managaments.	\$450,000,00	Martingue
Yeauspertakken	Contacoch Youthers Burking-Nantockel Memorsal Aspart	Tablased Mannels Auges in the Second business algorit in Mannelschecks in terms of possemigan operations and applicaments.		Nathocket
Transportistico	Sherry Soal Ancrait Aprons-Nantucket Memorial Airport	Yould crake yet strong creatiston for but black and insertab. This poties indipetable inspect Massachundts kinns because the design firm sekketed for this sent in Massachundts based, and it is assembly the the amountation for rail also the Massachundts convert.	\$358.500.00	Namickel
Scanspectation	Replace Apsortagits-Marbarket Merronisi Auport	Yould craite joks duking conditional to takih laker end materials.	5422,000,00	Nantschot
Transportation	Curding Aucres Rescue File Fighing Guilbrig-Nantacket Memorial Aspert	Vanid creat (or driving contracted for both block that materials).	\$4.835,000.00	Naviuckel
Transportabole	Conce Report and Sashing on Runways- Manquoker Raport	Cleaks (sex and achterior connectivy poorphilities for the Alphat).	\$740,000.00	Nazanokej
Transportations	Improvements to New Builded State Prer Buildings, Seapon Project-New Beetland	Apply (Windows ungests, subject in Subject on Subject in Subject on Subject in Subject on Subject on Subject on Subject in Subject on Subject on Subject in Subject on Subject o	\$2,750,095.00	hiew Bedford
Transportotoe	Structural ingroparesents to bless Bedfoot State Pier Buildings-Now Bedford	Viscosciente demonstrate esperante des basparientes par Landenge par innesse en ange, richase et nución par al mismos a cues dispet des tates par la titologia de la mismos a cues dispet de tates est sides par la titologia de la participa de la mismos a cuesta de la companya del companya de la companya del companya de la companya del companya de la companya del compa	\$16,950,000,00	Maw Betford
Tasapotentina	Gongland Mer Capital Mer Capital Suspain 1907 v 807 val rian Parkeral Regional Alajoet - New Seafead. Mes sechassets	reproduction are sension to the season fairly and external control of the season and a sension special colored source in Season special colored in Season special colored in Season special colored in Season special colored source in Season special colored in Season special colore		New Bodburg
Transportations		region was a section for the integral to the i	55,283,158.00	New Bedford
Transportations	Copposival Street Undergrade Briggle- Now Bedford	The prefer of a see and hear with qualities recentaries, an exposition to the processing inservation provides a recent processing the project will exhibite a contraction of the project will exhibite a project provide a profession of the project will exhibite a project p	\$12,377,500,00	New Broton
Transportation	Destrie Street Undergrade Bridge- Nove Bedford	The project of a tase and special with the project of a tase and special of a tase and a tase a tase and a tase a tase and a tase an	\$11,275,000.00	New Bedford

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Commonwealth of Massachusetts

ut Cay Town	New Badford	hewberypost	Montos	Newtors	Newfor	North Adams	North Anderver	Netts Andover	Alattii Acstavitr	Nerthamyraes	Hontsterd	Morwad	Netwood	Norwaled Franklin	Cak Buffs	Onnige	Orange Orange	Grange
Total Federal Act Request (3)	\$10,172,580,50	\$4,233,449.00	5409,000.90	\$400,000.00	\$2,550,000.00	SDS:000.000	5961,775,00	5311,495.00	\$1.435,189.00	\$471,600,00	\$1,952,539,00	\$1,326,000,00	\$375,000,00	813,660,350,00	54,150,000,00	52,000,55	\$400,000,00	\$750,000.59
Popul base para	Per project of a case of their law and their law growing for entering an entering constitution for wheth is constituted by the project will inhabite year the foreign of the project of the project will be because the first project of the project o	á	50	700		The process approved verical behavioration from a file design process and in the consourcer process. The ablegat has selected for this soft, as Massichusetta based and in externelly lakely many from a minimum from all also be Massichusetta.	-		- The polyst will provide the benefit of temmediate work opportunities for commissions, exceptionalistics compared in supplementations of the polyst will provide the benefit of temmediate work opportunities for commissions of the polyst value of			og Vilonat sowar plas dustry ersenociator for losts data instelledia.		This popular all provide part is discussionated receivered in cool the established have and expenses stations and this restrict knowledge from part in transition the abditional delight stations and the particular from the		The present literation is the state of the protection of the prote		If The propose doctor that a promoted and the proposed by the part of the part
Projectitie	Sawyer Street Loadergrade Bridgo-New Seolard	NEWBURYPORT: SALISBURY- BRIGGE PRESERVATION (PAINTHS), N-11-011=S-02-003, ROUTE ! OVER MERBINACK RIVER-	Replace Highway Guide Eigns, IIG 18 17- Newton	Replace Highway Godle Signs, IC 16 8 17- Newton	Harvard St., Mewton, Mile 120,58, Sir. Zir. Nevzon	Avidosk Electrical Upgrades at the Haritmati and West Aspon-Hamman and West Arport, North Adams, MA	Rusway 5-25 Crask Repair / Payment Markings - Liverence Municipal Arpen / North Andovos	Taxway A Creek Ropale / Pavenent Markings- Lawrence Municipal Airport	Felicing and Security Enhancements- Learthice Makinggal Argent	Jackson Street School-Northanyson	NORTHFIELD: SCENC BYVAY CONSTRUCTION ON ROUTE 12/63 (PHASE I). NORTHFIELD	Complete Construction of SPR Bushing with Airport Office and Stange Specia (Plasse 2)- Nerwood Memorial Airport	Color Report and Sealing on Rumatys- Pervious Autorit	Couble Track Fluxibin Line - Howcood to Frankles Franklin Constitute Resi Lice - Norwood to Franklin	Gak Blafts Terremat Reconstruction (Phase III)- Oak Blaffs	Aupert Equatoront Sterage Shelter at the Grange Postenal Arpon Orange Raylemal Airport, Orange,	Construction of a New Jorgan Schmidt Black Walderg at Carage Respond Assort Crarge Regional August. Change, Massachuseels	Construct Rose of Ascratt Teambass at the Change Residonal Aured- Change Residonal Amport, Change, Mass achusetts
Tass Porce.		Tapaspartelari	Transpertation	Tomspartsher	Transportation	Transportation	Totis puralisor	Transpertation	Fransportenon	Transportation	Tanspertation	Transpartation	Transportation	Transpectation	rangpolaton	Transportations	Thersputching	Transportulan

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# Commonwealth of Massachuretts Infrastructure Mobilization Effort - State-Reviewed, Shovet-Ready Project List

Talk Force	Projectible	Project tex copilies	Total Federal Act Request (3)	City/ Town
Transportation	Rehaddaer I awny and Apon & Rehwey 1-19 Pyremen Repair, at O angs Regional Article - Oraqa Regional Ariport	The period action has extended and many actions that the formation of the period of th	0	Orange
Transportation	Grass Repair and Rumers 14-32. Methologs at Change Regional Aspart- Crange Reportal Astroct	- 3	5597,421.00	dravge
Transpolizion	Ware River Secondary Track Improvements (EOTPW)- Patrier	Receits printer investment by Rathaud containants on the Wate Paint Secondary Track have trainfed in significant includions in rail raths. Exacting confluents by three customer wall holds from the amount of viril raths on the lies wilder a year.	\$4,000,000,00	Paknye
Hanspottation	Resertacing Mile 80 to 71, and 90 8- Palmer, Britishld, Warren		59,050,000,00	Pakrer, Breikekt Waren
Trastsportedon	Cracs Repay and Sealing on Runways- Phistiski Arrent	Create joss and enfantos sommers possibilinis for the appoints.	\$440,000.00	Piezfetd
Transportation	Crack Repair and Sealing on Ruinsay. Plum Mond Aupan		\$56,000,00	Plant Jalend
Transportation		Crasis pins and elektrosis characters possibilities. In the adoptists,	5385,500.00	Plymeuffi
Transpartation	1		185,080,391	Provincelown
Transportation	Awath Quincy Station Platforn Repair Aprth Quincy			Quincy
Transportation	Upgicate Septial System on Havestell Librarian - Roughing Jurician to Felte Juterlanderg - Havelind Commission Resi Lino - Roughlin Jurician to Felts Interfactoring			Reading Janction to Fe8s Interfecting
Transportation	Countle Track Havemit Line - Asta Stross, Reading to Londi Javellon- Edweldill Commister Real Late - from Reading to Androver	This project of providing the half and providing the project, which will community to the book as well as consider. When provides, Massachaseds welfors, with a dialord for ordinate	ь	Resulting to Audown
Tanspertation	Pissverhall Frauk Circuits - Reading Jo Videsington Jentation-Plaverinis Communor Risk Jans - Reading to Waltsurgton Jentation	aten possible.	\$5,400,000.00	Pewang to Wenington Junction
Transpotenkon	Loginate Signal System on Hoseitel Line - Racking to Whitmoplou-Junction- Hower Mit Communite Rail Line - fram Ash Seeel, Replacy to Willingston Lancton	The propert would count plan for Managements employees and amount has parally and then from their previous werever possible.	513, 200, 000, 00	Roadstig to Wilpitryton Justonia
Transportation	Columbia Juncian - Signal System Resistement-Red Line at UFX Station		\$65.050,600.00	Pad Line at JFK Stetron
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i ransportanon	SPREWISSURY: WORCESTER. RESURFACING & RELATED WORK ON SECTIONS OF ROUTE 20. SPREWISSURY: WORCESTER.		51,415,000,00	Strewsbury Worderster
Tansportation	SCMERVILLE, VALAMOSTONE, GUDIÈ A TRAFFICI SIGN REPLACEMENT ON B-3, FROM SULLIVAN SOUVERE (ENT 26) TO ROUTE 129 (ENT 38)- SOMERVELE, VIELMISTON		54,620,000,00	Somenske
Transportation	Crack Repair and Septing on Rumays- Southholder Armori	Kente Republished Geography of Rusmaya, Classe ginn and eitherines contracted from separati.	\$140,000.00	Southbridge



### nmonwealth of Massachusetts

Infrastructure Mobilization Effort - State-Reviewed, Shovet-Ready Project List

City Town	Springsheld	Springfest	Springfield	Springtletd Reduge Navetbald	Springsleid, Chrospee, Annerst, Narthemplon	Springland	Statewarder	Sistemate	Statewide	Salevele	Sattereds	Statewade	Statewins Distribution to 15 RTA. Districts	Steffing and Stew	Swartstea	Systomwade	Systemade	Systemate	Systerhwade	Systemwide
Total Federal Act Request (5)	\$12.827.890.0d	\$23,450,000.00	\$2,530,000,90		\$7,158,295,00	855,000,000,00	675,750,000,00	\$2,000,000,00	\$8,000,000,00	81,090,000,00	\$43,828,006,00	20.00	260,000,000,00	3136,205.90	34,115,720.00	55,450,000,00	530,262,960,90	\$80,000,000.pd	360,000,000,00	\$120,000,000.00
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Projectivile	SPRINGFIELD, BRIDGE REPLACEMENTS 0.24-098 5.54- 191, RADGEWELT AVENIE OVER (COMBAES FACK) LINE- SPRINGFIELD	PVTA Buses-Spinghess	PVTA Vaca- Springfield	Connection Aver Line (SOTPW)- Springfield Brough Northfield	CAD AVL ITG- Semiglierd, Claropoe Anherst, Parthampton	DDR Bridge and Parkerry Maintenance Statewide	DCR Bridge and Parkway Recenstruction - Stateways	Drahage SystemStormeler Improvements- Statewide	Parkway Maintenance Faciliess Engreyvensense-Statowate	Signago-Statewide	Statewide Trail System - Transpontation Program	Share the Road-Statewide	Pridrid Busses: Statewalds Dekalantion to 15 RTA Discussis	Great, Repair and Souling on Runways- Shalling and Stow Asports	SWANSEA RESURFACING K RELATED WORK OH ROUTE 6- SWANSEA	M8TA Turnet Signage. Systemmate	Contrastor Rail - Various Signal Projects (Less than \$5 Million)- Systemyolds	Lycopustyon - Purchases 20 units (Ogban 2)- Systemwide	Conches - Purchase of 20 to Support Capacity and Overhauls (Option 1). Systematite	Coasteys - Parchase or Additional 40 so Support Capacity and Overhauls (Option 2)- Systemwide
Task Porce	Transportblion	Transpostation	Transportation	Transportation	Transporteniest	Transportanen	Transportedan	Transportation	Transportation	Transportusorn	Transportolion	Transportation	Transpetidice)	Transportation	Transportaliza	Transportation	Trpnsportation	Transportaban	Transportulari	Fanspattakan

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## Commonwealth of Massachusetts

Task Force	Project filte	Project description	Total Pederal Act	Cay Yown
Transportation	Construter Rail Single Level Coaches - Sear Replazement-Systemwide	AN WON WOARD TO EMPORTED IN MASSACRIMATED WITH WORLD FOR PROJUCING FORM WITHOUT WHICH WITHOUT WHICH THE COMMITTEEN	\$6,400,000.00	Буэтепина
Тяпбростайол	Safety and Rebabelty: Rehabilitation of Grade Crossing Automatic Highway Waming Devices - Systemwide		57,600,000.00	Systemwate
Transportation	Centrader Rail Layover Facilities - Power, Water, Air-Systemeide	As not would be performed in Massachrootis and certain items would be proposed from vertical willish the Catendramaski).	\$7,500,000,00	Systemwide
Transportation	Station Enhancement Toam (19 Staff, 5 Years)- Systemwide	Dated Privacement Team (19 Statt 5) This peopled would provide 19 Jul State 6 to the Messachureths institers, Long arm positions would need to be created to continually manufact the representation.	\$7,800,000,00	Systemwde
Transportation	Upgrade Passenger Stations Systemetie (Structures and Electrical)- Systemetide		57,000,000,00	Systemwide
Transportation	Communiter Rail - Various Staten Projects (Uniter 55 Million)- Systemado	Manachoustis antiberis wil to blood to prettom there tasks of required and Manachoustis sending will be utilized when popsition.	\$17,102,000.00	Systemwide
Transportation	Commuter Reil - Varous Facility Projects (Linder & Million). Systemyde	Massachuseris enderis may be hied to di personnel leeds and local entators will be utilized wherever possible.	\$7,543,500.00	Systemwide
Transportation	Commission Rail - Various Brigge Projects (Unider \$5 Million)- Systemwide	Massocinaets verkon will be uitbred when pessible and Massocineets will be lived if request.	\$6,700,000,00	Systemwide
Transpactation	Commisser Rail - Various Environmental Propess (Under 55 Million)- Systemwide	This propert will provide jobst for Massachusetts residents to remove and notall the infrastructures. Some of the materials will be parchased from Massachusetts version.	54,349,409.00	Systemwide
Transpartation	Crack Repair and Stading on Rumay. Tenner-Miler	Grebs jate and enhance commence possibilities for the imports.	\$65,000,00	Tarener-Hilber
Transportation	install water roain and supplemental wird sock (§ Taunton Numicipal Arronn-Taenton Municipal Airport	Would case pos outgo controction to too that are materials.	\$500,000,00	Taurion
Transportation	Improvements to Taunton Terminal Pacity- 10 Oak Street, Taunson, MA		\$2,000,000.00	Taenton
Transportation	Crack Repair and Sealing on Runwaya- Turners Falls Airport	Cheele jobs and enhance commercie possibilities for the altrovits.	\$120,000,00	Turners Falls
Transportation	10 Bridges Needing Repair - Verious within MHS portion		\$3,500,000,00	Various within MHS portion
Transportalism	Beligge Substructure Repairs On 10 Brieges in Division III- Various within Western Tumpine		63,000,000,00	Various within Vieslern Tumpilo
Transportation	Poline W. Springfield Culvert- W. Springfield		\$1,000,000.00	W.Springfield
Transportation	Northwast Elementary School-Waltham		\$518,000,00	Wallham
Transportation	Charles River Road - Galen Street to North Beacon Street-Watestown	This popul will employ buildings and painty connections are will increase be puriouse of literisticage, docs, and pathway materials. It also will retire the prinary billings presenting to Camerings and Boston structures actively in document with strings.	\$2,200,000.00	Watertown
Transportation	Nosanium Road Improvements- Matertown, Newton, Boston	This proper will support for creation within the engineering community, condension intestry and related suppliers. In addition this will improve mobility and relates properties in a singular properties of the p	\$6,059,400.00	Watertown, Newton, Boston
Transportation		This produce will approve job consistent while the degenerating community, consistention beyong and related suppliers. In addition this will repore mobility and relates competions as entireseed public \$200,000 cm, setting and elegations.	\$200,000.00	West Rodeury
Transportation	Expansion of Snow Removal Couprent (SRE) Bulleng at Westfield- Bannes Alport - Westfield-Bannes Airport, Westfield, Massachusetts	The appear of profess the seasonment from the bedryp process and the construction process. It is element that the design professional from season if this waste of the season in the sea	\$750,000,00	P(e)pra/M

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	92 ( 930 000 00		Transil Customer Service Insprovernents- Transportation Program	Transportation
	\$2,000,000,00		System Map Upgrade Program- Transportation Program	Transportation
	3800,000,00		Construction of Tourist Information Klosks Program: Transportation Program	Transportation
	\$12,000,000.00		Safe Routes to School Infrastructure Program Transportation Program	Transportation
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Wordester	8	Pocasie Line - Trak Rebabilision- Massachusetts resdeets val ba hierd and vendons difficial Crequinal. Voorseler Communier Rail Erne	Worcester Committee Rail Line	Transportation
Windhrop		This project will support blue transfers within the engineering community, construction industry and related suppliers. In addition this will improve mobility and related engagestron vie enhanced public \$5.000,000 safety and algorithms.	Vinthrop Parkway (formerly Short Beach): Worthrop	Transportation
Weethrop			New Muthuse Pier - Windmop Seaport Project- Winthrop	Transportation
Winxinglo Junction In Interlockin			Install Track Circuits - Witnington Janction to Fiye Intstocking- baverial Committee Rail Line - Wiltrington Junction to Fiye Interlocking	Transportation
Whateky			WAYATELY: BRIDGE REPLACEMENT W-33-009, HAYDENVILLE ROAD OVER WEST BROOK: WHATELY	Transportation
Westport			WESTPORT, RESURFACING & RELATED WORK ON ROUTE S- WESTPORT	Transportation
Weston	\$1,450,000.00		Rentp G aver Aque., IIC 15, Str. 48 - Weston	Transportation
Weston			Ramp G over Tumpike, I/C 15, Str. 5 - Weston	Transportation
Wessheld, Chicopee, W.Springs	00'000'001'65		Resurtacing Mile 38 to 50 - Westflekt, Chicopee, W.Springflekt	Transportation
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Cityl T	Total Federal Act Request (\$)	Project description	Projectiille	Task Force

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### Commonwealth of Massachusetts

Mobilization for Federal Economic Recovery Infrastructure Investments – Task Force Reports

February 2009

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### I. Executive Summary

On behalf of the more than 275 people who participated on our Task Forces, we are pleased to publish this compilation of our work to mobilize the Commonwealth to make hundreds of millions of dollars of infrastructure investments with funding expected to be made available through the anticipated federal economic recovery legislation (the "Federal Act"). In addition to identifying thousands of "shovel-ready" infrastructure projects across the Commonwealth, this report contains many recommendations for actions that can and should be taken to ensure the prompt and effective delivery of projects funded under the Federal Act. Thanks to the valuable and productive work of the Task Forces reflected in this report, the Commonwealth will not only be better prepared to take advantage of the opportunity presented now by the infrastructure funding provided under the Federal Act, but also to more thoughtfully and effectively use its own resources to make capital investments in the years to come.

Although the work of the Task Forces is a significant first step toward mobilizing the Commonwealth to promptly and effectively invest infrastructure funding made available under the Federal Act, it is only that – a first step. As the Task Force reports indicate, there are many next steps that the Commonwealth needs to take to fully prepare for the federal funding. Many of those next steps are already being taken, and this report will serve as a valuable guide in our continued mobilization effort and in the implementation of projects ultimately funded under the Federal Act.

As described in more detail below, it is particularly important that readers of this report understand that the lists of potentially eligible projects included in this report are a work in progress. The lists have been separated into two categories: (1) a list that includes all projects that state agencies represented on the Task Forces have preliminarily determined to be "shovel-ready" based on their evaluation of project readiness, and (2) an unreviewed list that includes all projects submitted to Task Forces that have not yet been independently evaluated by state agencies to confirm that they are "shovel-ready." These lists will be pared down further following additional project readiness evaluations. Moreover, all indications are that the Federal Act will significantly limit the potential for projects listed in this report to receive federal funding by restricting the funding to a more limited scope of projects and by limiting the amount of funding available for such eligible projects. As a result, most of the projects on the lists included in this report will not ultimately receive funding under the Federal Act.

### **Establishment of Task Forces and Mission**

About six weeks ago, Governor Patrick asked us to establish task forces to begin the work of mobilizing the Commonwealth for the potential receipt of hundreds of millions of dollars from the federal government for "shovel-ready" infrastructure projects. At that time, then President-elect Obama and members of Congress were formulating a federal economic recovery bill that, among other funding initiatives to stimulate the economy, was likely to include significant funding for infrastructure projects. It was also clear at that time that the incoming Obama Administration and Congress were intent on targeting the infrastructure funding to projects that could commence quickly to create jobs in the near term and that, if states did not use the funding quickly, the funding would be reallocated to other states.

The Governor recognized that the prospect of receiving hundreds of millions of dollars of federal funding for infrastructure projects presented the Commonwealth with an historic opportunity—an opportunity that the Commonwealth could not afford to lose. In addition to creating thousands of desperately needed jobs throughout the Commonwealth, the federal funding will allow the Commonwealth to lay the foundation for long-term economic strength by investing in energy efficiency and clean energy, better schools and college facilities, improved roads, bridges and rail service, a more efficient and cost-effective health care records management system, broadband expansion and more. Taken together with the increased capital investments we are making pursuant

to the state's capital budget, the federal infrastructure funding will help to revive our economy today and rebuild Massachusetts for tomorrow.

The Governor also recognized that seizing this historic opportunity presents an enormous challenge for the Commonwealth. It will be a challenge to build the capacity to deliver hundreds of millions of dollars of infrastructure projects in addition to the projects already planned and being funded from state and local resources. This capacity challenge exists for both the public agencies that will administer the projects and for the private sector contractors and workforce that will deliver the projects. It will also be a challenge to overcome the typical obstacles to speedy project delivery to ensure compliance with the deadlines in the federal legislation, while also preserving the protections built into the project delivery process necessary to ensure taxpayer funds are being spent wisely.

To meet these challenges and to seize this historic opportunity, the Governor charged us with creating the following Project Delivery Task Forces to focus on specific types of infrastructure investments:

- a) Energy
- b) Education Facilities
- c) Transportation
- d) Information Technology (including electronic medical records)
- e) Private Development (including broadband expansion)
- f) State Facilities and Courts
- g) Municipal Facilities

The Governor directed that each of these Project Delivery Task Forces develop work plans for prompt and effective delivery of projects that could be funded under the Federal Act. Specifically, he asked that these work plans include at least: (i) a statement of overall objectives; (ii) a list of "shovel-ready" projects, including project description, location, cost, schedule and agency or entity responsible; (iii) staffing plans for public agencies that would implement the projects; (iv) any gaps or barriers to meeting the objectives and plans for addressing them; and (v) metrics by which to measure success in meeting the objectives.

The Governor also charged us with establishing the following three additional Task Forces to support the work of the Project Delivery Task Forces in developing plans for addressing common obstacles to project implementation:

- Workforce This Task Force was charged with developing plans to mobilize both the state
  and the private workforce, including strategies to accelerate hiring and ensure inclusion of
  underrepresented communities.
- Permitting This Task Force was charged with assisting with efforts to speed up state and local permitting processes for ready-to-go projects identified in the work plans.
- Procurement This Task Force was charged with assisting with ways to simplify and speed
  up the procurement and contracting processes consistent with transparency, accountability,
  and a fair opportunity for small businesses, including M/WBEs, to participate.

Finally, the Governor directed that the work of our Task Forces to mobilize the Commonwealth to make these infrastructure investments be consistent with the following Guiding Principles:

- a. **Invest for the Long Term**. All projects under this program should have a long-term benefit, in addition to the stimulus effect of putting people back to work now.
- Limit Impact on Operating Budgets. Prefer investments that will reduce or at least not add to – demands on the operating budget.

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- c. Follow Established Infrastructure Priorities. Make choices based on the infrastructure priorities recently approved by the Development Cabinet. See Appendix 1 Development Cabinet Infrastructure Priorities for a listing of these priorities.
- d. Diversify. Subject to whatever constraints there may be in the Federal Act, identify projects for funding in a manner that ensures funds will be allocated across a variety of industries and geographic locations.
- e. **Buy Massachusetts**. To the extent possible, contract with Massachusetts contractors, purchase goods and services from Massachusetts companies, and hire Massachusetts people.

### Approach of Task Forces in Developing Reports

Pursuant to Governor Patrick's direction, we established the Task Forces in late December. Each Task Force was composed of a broad representation of public officials and private sector stakeholders to ensure that its work benefited from a wide range of relevant perspectives and expertise. In order to avoid potential conflicts of interest, however, no representatives of private sector companies that might ultimately bid for work on projects funded under the Federal Act were permitted to participate as members of any Task Force. Each Task Force met regularly through the end of January and Task Force members invested a significant amount of time and resources during that period to contribute to the work of the Task Forces. Each of the Task Force reports that follows identifies the members of the Task Force and the process it followed in carrying out its mission.

Although the mission and subject matter of each Task Force was different, there are certain assumptions underlying the work of each Task Force, and approaches taken by each Task Force, that were common among them. A brief description of these underlying assumptions and approaches is set forth below.

<u>Project Readiness Eligibility Standard.</u> When the work of the Task Forces commenced, a draft of the Federal Act was not yet publicly available. Although a "use it or lose it" provision was expected to be included in the Federal Act, it was not known with certainty what the Federal Act would require with respect to the time within which projects funded under the Federal Act must commence.

To be conservative, all Project Delivery Task Forces limited their development of lists of "shovel-ready" projects to projects that could actually start work within 180 days from the end of January. This eligibility standard does not include projects that could start only the design phase within 180 days; rather, the commencement of construction or comparable work has to be achievable within 180 days.

The lists of projects developed by the Project Delivery Task Forces fall into two general categories and are presented separately in this report: (1) projects that state agencies have preliminarily determined meet the 180-day readiness eligibility standard after conducting a diligent evaluation of project readiness and otherwise further objectives developed by the related Task Force (see Table 1), and (2) projects that municipalities or third parties have submitted to the relevant Task Forces for consideration that have not yet been independently evaluated by state agencies with respect to project readiness or furtherance of the related Task Force's recommended objectives (see Table 2). The use of these two separate lists is intended to reflect the different stages in the evaluation process and where any particular project is in that process. With respect to those projects on the first list, state agencies have taken the following factors into account in assessing project readiness: design requirements, permitting requirements, site or right-of-way acquisition requirements, procurement requirements, and other requirements that need to be satisfied before starting a project that could prevent or delay the commencement of a project.

Table 1 - State-Reviewed, "Shovel-Ready" Project List

Task Force	Project Count	Total Federal Act Request (\$)
Education Facilities	698	\$2,219,854,900
Energy	258	\$1,159,289,990
IT	198	\$1,488,428,988
Private Development (reviewed)	194	\$1,356,009,670
State Facilities	1,665	\$1,426,069,815
Transportation	237	\$1,939,713,799
TOTAL	3,250	\$9,589,367,163

<sup>\*</sup> Excludes identified duplicates

Table 2 – Unreviewed List of Projects Submitted for State Consideration

Task Force	Project Count	Total Federal Act Request (\$)
Municipal	4,641	\$16,484,058,622
Private Development (additional submissions)	220	\$1,841,024,117
TOTAL	4,861	\$18,325,082,739

<sup>\*</sup> Excludes identified duplicates

Within the last two to three weeks and after the work of the Task Forces was well underway, different versions of the Federal Act emerged from Congress as it began its deliberations with respect to the legislation. Although the "use it or lose it" provisions in the bills are different among different versions of the bill and among different infrastructure programs within the bills, the 180-day project readiness eligibility threshold we used to identify "shovel-ready" projects generally appears to be a conservative readiness standard for satisfying the various "use it or lose it" provisions in the bills. The identification of extensive lists of "shovel-ready" projects using this conservative standard consequently positions Massachusetts well for meeting the federal time requirements and for possibly capitalizing on funds that could be reallocated from other states that are unable to meet the time requirements.

Supplement Planned Projects. The primary purpose of the infrastructure funding provided by the Federal Act is to stimulate the economy and create jobs. In order to maximize the economic impact of infrastructure investments made under the Federal Act, the Project Delivery Task Forces assumed that the federally-funded projects would supplement – not supplant – projects currently planned to be funded from state or local resources. Specifically, Project Delivery Task Forces generally did not include any state-reviewed projects expected to commence in the current fiscal year for which funding is provided pursuant to the capital investment plan of the related public agency. This ensures that any projects funded under the Federal Act would be done in addition to capital projects expected to start in the near term for which funding is already committed.

To the extent permitted under the Federal Act, we do recommend, however, that the Commonwealth explore the potential for funding any planned capital projects in the current fiscal year with funding under the Federal Act for the purpose of freeing investment capacity in the capital budgets of public

agencies to invest in other priority capital projects that are not eligible for funding under the Federal Act and that are not otherwise funded in the public agency's capital budget.

Allocation of Federal Infrastructure Funds. As indicated above, the work of the Task Forces commenced before any draft of the Federal Act existed. In order to ensure that the Commonwealth is prepared to capitalize on the Federal Act regardless of how it provides for the disbursement and allocation of funding for infrastructure projects, the Governor structured the state's mobilization effort to develop lists of a wide range of "shovel-ready" projects and to develop plans for promptly and wisely investing in that broad range of projects. Specifically, the Governor established certain Project Delivery Task Forces in anticipation of certain areas of targeted investment being included in the Federal Act – i.e., energy efficiency and renewable energy; transportation; schools; medical information technology; and broadband expansion – and he established certain "catch-all" Project Delivery Task Forces in the event that the Federal Act allocates federal infrastructure funding more broadly or provides the Commonwealth with discretion as to how to allocate such funding among "shovel-ready" projects – i.e., state facilities and courts; and municipal infrastructure.

Versions of the Federal Act that have recently emerged in Congress indicate that federal infrastructure funding is likely to be targeted to particular types of infrastructure investments. The amounts ultimately available for certain types of infrastructure investments, and the manner in which such funds will be distributed, will not be known with certainty, however, until a final version of the Federal Act is enacted.

Job Estimates. The primary objective of the federal infrastructure funding to be provided under the Federal Act is to create jobs. Consequently, the number of jobs created by any "shovel-ready" project identified by the Project Delivery Task Forces will be an important measure of success in meeting this objective, and, if the Commonwealth or any federal agency is granted discretion in allocating any portion of the federal infrastructure funding among eligible projects, the expected number of jobs to be created by a project will be an important factor in determining whether or not the project receives funding.

Estimating job creation that will result from capital projects is not an exact science, and there are a number of different methods for developing such estimates. For purposes of evaluating the job creation potential of any project, we are using the following methodologies for estimating the number of direct jobs (not induced jobs) that would be created for the following different types of projects:

- 14 jobs per \$1 million of horizontal construction (e.g., roads, water and sewer)
- 9 jobs per \$1 million of vertical construction (e.g., buildings)<sup>1</sup>

The approach to estimating anticipated jobs created as a result of the Information Technology projects began with a data request from the Chief Information Officer of the Commonwealth to each Secretariat to compile project details. Each Secretariat included an estimate of both state/entity staff, as well as anticipated external contracted resources required for each IT project. As an additional validation step and to complement the self-reported jobs estimates by project, the Task Force performed an analysis of total jobs created by utilizing the Secretariat-reported percentage of each project budget associated with labor, as well as an average industry standard hourly rate, and estimated hours per FTE per year to determine a calculated jobs estimate. A comparison of the self-reported internal and external jobs estimate, with the calculated jobs estimate, yielded a delta of +/-5%, and general consensus from the Task Force that the self-report jobs estimates were sound.

Executive Summary

¹ Job estimates are based on the horizontal and vertical construction composite data developed by the Task Forces and industry references such as the Federal Highway Administration and the Association of General Contractors. The Municipal Task Force used a blended rate (11.5 jobs per \$1 million) of the horizontal and vertical job creation estimates. This is due to the diverse nature of the projects submitted and varying level of detail in the submissions; there was not a way to consistently label each municipal project as either vertical or horizontal.

While the job estimates developed from these methodologies are considered to be conservative, there is no certainty about, and no assurance can be given about, the number of jobs that will actually be created as a result of any of the projects identified in the Project Delivery Task Force reports.

### **Recommended Next Steps**

Each of the Task Force reports included in this compilation contains a number of recommended action items to mobilize the Commonwealth to promptly and wisely invest the anticipated federal infrastructure funding to create jobs and to lay the foundation for long-term economic growth in Massachusetts. In addition to following those recommendations, we recommend that the following steps be taken to ensure the success of the Commonwealth's implementation of the federal economic recovery infrastructure program.

Appoint a Federal Economic Recovery Project Director. We recommend that the Governor appoint a Project Director to oversee the Commonwealth's implementation of the federal economic recovery infrastructure program. The Project Director should be charged with coordinating, monitoring and assisting state agencies and municipalities in the implementation of projects consistent with the Federal Act and the recommendations of the Task Forces. The Project Director should also serve as the central interface with the federal government and the public regarding the federal infrastructure initiative, and he or she should take responsibility for ensuring compliance with federal requirements and meeting expectations for transparency and accountability. Appointing a Project Director to play this role makes particular sense in light of the significant reporting and accountability provisions in the versions of the Federal Act being considered in Congress and the decentralized approach to distributing infrastructure funding to state agencies and municipalities contemplated by the Federal Act

The Project Director should be hired, and the office of the Project Director established, as soon as possible. The federal legislation could be enacted as early as mid-February. There are many actionitems being recommended by the Task Forces and there are many organizational systems that the Project Director needs to establish.

<u>Transparency and Accountability.</u> The Commonwealth will likely be receiving hundreds of millions of dollars to invest in infrastructure projects in a very short period of time. This is an historic opportunity for the Commonwealth to make a measurable and positive impact on our economy and on our future. It also presents enormous challenges for the Commonwealth, including the risk of mismanagement and waste inherent in the amount of federal funding anticipated the decentralized approach to spending the federal funds and the pressure to spend the funds quickly.

We must rise to this challenge and take advantage of the opportunity presented by the federal economic recovery infrastructure program to regain public trust in government management of major capital investment projects. Through this program, we can – and we must – demonstrate that the Commonwealth can manage the federal funds responsibly and invest the funds wisely to serve the best interests of the Commonwealth.

In order to ensure that the officials throughout government who will be implementing this program meet this challenge, we recommend that the Commonwealth establish and impose requirements for an unprecedented level of transparency and accountability. Based on versions of the Federal Act currently being considered in Congress, it appears that the Federal Act will also be imposing new requirements to provide for increased transparency and accountability.

At a minimum, we recommend that the following steps be taken to achieve this unprecedented level of transparency and accountability.

 Central State Website – Establish a central website similar to that proposed at the federal level that would not only include all of the information about projects funded under the

Federal Act that the central federal website will include, but also: notice of any procurement for projects being funded under the Federal Act; a copy of each contract entered into by an agency with federal infrastructure funding; actual performance in implementing projects compared to original project budgets and schedules; reporting on metrics for measuring success of federally-funded investment programs recommended by the Task Forces; and all other information regarding the state's implementation of the program that should be available for public review. This central website should serve as the primary communication and reporting tool for the Commonwealth's implementation of the federal economic recovery infrastructure program.

• Independent Auditing and Enforcement – It is critical that the Inspector General and State Auditor have the resources to proactively audit contracts funded under the Federal Act and the general management of the federal funds, and that the Attorney General's office have the resources to promptly and effectively pursue any claims of fraud or abuse. Support for the strong independent watchdog and enforcement roles that these offices play will be necessary to give the public confidence that public agencies will invest and manage the federal funds wisely.

<u>File Legislation Needed to Implement Recommendations</u>. Certain of the recommendations we have made in this introductory statement and many of the recommendations made in the various Task Force reports require legislative authorization. Legislative language to provide such recommended authorizations is in the process of being drafted. This state legislation may also need to respond to and be informed by the provisions in the final, enacted version of the Federal Act. Consequently, we recommend that state legislation necessary to effectively implement the federal infrastructure program be filed immediately upon passage of the Federal Act and that the Governor seek prompt passage by the Legislature.

Continue to Refine Project Lists. State agencies should continue to evaluate the projects included in this report for readiness and for furtherance of the capital investment objectives developed by the Task Forces. In addition, state agencies will need to evaluate projects for compliance with the readiness requirements for eligibility within the specific funding programs ultimately included in the Federal Act. As this evaluation process progresses, we anticipate that many of the projects listed in this report will be deemed ineligible for funding under the Federal Act and that the amount of federal funding ultimately available to fund capital projects in Massachusetts – while significant – will only be sufficient to fund a small portion of the projects identified in this report.

### Model of Civic Engagement

The Task Forces proved to be a model of civic engagement. A broad range of stakeholders and experts were actively engaged in the process of determining how to mobilize the Commonwealth for this extraordinary opportunity, and the value of their input and participation is reflected in this report. Each and every member of the Task Forces came ready to answer the Governor's call to mobilize the Commonwealth with a spirit of collaboration, hard work and commitment to positioning the Commonwealth to effectively take advantage of the opportunity presented by the federal economic recovery infrastructure funding. It was an invigorating, informative and valuable process for all of us, and we believe the members of the Task Forces appreciated the opportunity presented to participate in and contribute to this important mobilization initiative. We expect to reconvene the Task Forces in the future to seek their guidance as we move into implementation of the federal infrastructure program.

Respectfully submitted,

TASK FORCE CHAIRS

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Mobilization for Federal Economic Recovery Infrastructure Investment Report

Lieutenant Governor Timothy Murray – Municipal Infrastructure Secretary Ian Bowles – Energy Secretary Suzanne Bump – Workforce Development Secretary Dan O'Connell – Private Development Secretary Paul Reville – Education Undersecretary Greg Bialecki – Permitting Undersecretary Jay Gonzalez – Procurement Undersecretary Jay Gonzalez – State Facilities and Courts Undersecretary Jeff Mullan – Transportation CIO Anne Margulies – Information Technology

### II. Task Force Overview—Project Delivery Task Forces

### **Education Facilities Task Force**

### 1. Introduction

The Education Facilities Task Force was charged with ensuring that the public education sector in Massachusetts is ready to act with a coordinated and effective response to the anticipated American Recovery and Reinvestment Act of 2009 (the Federal Act) for investment in public education capital projects. To this end, Task Force members submitted an extensive list of projects that are or can be ready to begin work within the 180day "shovel-ready" timeline. The lists submitted include a project description, information regarding project readiness, estimated costs, estimated number of employees (with associated occupational data) and an estimated completion date.

The Task Force consisted of representatives from the relevant constituencies in public education, including: municipalities; teachers' unions; the Division of Capital Asset Management (DCAM); the Department of Early Education and Care, the Department of Elementary and Secondary Education and the Department Higher Education; the University of Massachusetts and the state and community colleges; and the building authorities for K-12, the state colleges and the University of Massachusetts.

The Task Force represents three areas of education: early education, K-12 and higher education. The objective of the task force was: (1) to compile a set of proposed projects across the education sector that are or can be "shovel-ready" within 180 days and which projects may therefore be eligible for capital funding to the extent such funding becomes available in the Federal Act bill; (2) to compile a set of prioritization criteria for the division of any available funding within each sector of public education; and (3) to include any recommendations for the federal legislation so that these recommendations are considered by Congress in the development of the Federal Act.

The Task Force discussed establishing criteria and developing prioritized lists and raised possibilities for the federal legislation. Task Force members also submitted input outside of meetings directly to the Task Force Chair, Secretary Reville. The final product of the Education Facilities Task Force is comprised of the recommendations and prioritization criteria described herein as well as the attached project lists for charter schools, state and community colleges and the University of Massachusetts.

### 2. Members

Below are the representatives on the Education Facilities Task Force:

Name	Title	Agency / Organization
Reville, Paul (Chair)	Secretary	Executive Office of Education
Adelman, Ed	Executive Director	State College Building Authority
Bowles, lan	Secretary	Executive Office of Energy and Environmental Affairs
Chester, Mitchell	Commissioner	Department of Elementary and Secondary Education
Clark, Fred	Executive Officer	Council of Presidents, Massachusetts State Colleges

Name	Title	Agency / Organization
Beckwith, Geoff	Executive Director	Massachusetts Municipal Association
Bolling, Bruce	Executive Director	Massachusetts Alliance for Small Contractors
Craven, Katherine	Executive Director	School Building Authority
Friedman, Eric	Director of State Sustainability	Executive Office of Energy and Environmental Affairs
Gosnell, Tom	President	American Federation of Teachers, Massachusetts
Kelley, Aundrea	Acting Commissioner	Department of Higher Education
Kershaw, Amy	Acting Commissioner	Department of Early Education and Care
McKenzie, David	Executive Director	University of Massachusetts Building Authority
Motta, Jan	Executive Director	Massachusetts Community Colleges Executive Office
Pardee, Mav	Program Manager	Children's Investment Fund
Ramirez, George	General Counsel	Department of Business and Technology
Wass, Anne	President	Massachusetts Teachers Association
Williams, Michael	Director, Office of Programming	Division of Capital Asset Management
Wilson, Jack	President	University of Massachusetts

### 3. Key Objectives of the Education Facilities Task Force

The objective of the Education Facilities Task Force is to maximize the effectiveness and reach of any available capital funds to be used towards providing enhanced educational opportunities for students at every stage in their education. Each sector of the education system was represented on the Task Force from early education through higher education. Consequently, a primary goal of the Task Force was to identify the unique attributes of each sector and to set forth the relevant prioritization criteria. The next step is for the Secretary, as representative of all three sectors together, to take a holistic view of the Commonwealth's education delivery system and apply the criteria in making recommendations to the Governor.

### **Governor's Guiding Principles**

Guiding Principles	Description
Invest for the Long Term	All projects under this program should have a long-term benefit, in addition to the stimulus effect of putting people back to work now.
Limit Impact on Operating Budgets	Prefer investments that will reduce – or at least not add to – demands on the operating budget.
Follow Established Infrastructure	Make choices based on Development Cabinet infrastructure recommendations.

Guiding Principles	Description
Priorities	
Diversify	Subject to whatever constraints there may be in the federal legislation, prioritize projects for funding in a manner that ensures funds will be allocated across a variety of industries and geographic locations.
Buy Massachusetts	To the extent possible, contract with Massachusetts contractors, purchase goods and services from Massachusetts companies, and hire Massachusetts people.

### Other Guiding Principles and Criteria

In addition to criteria laid out in the "Shovel-Ready Project" section below, other relevant facts and considerations include:

- · Campus-managed projects will have the quickest stimulus impact;
- Public higher education institutions need to build capacity in response to rising consumer demand:
- DCAM higher education facilities management capacity has been increased in anticipation of an increased level of GO bond-funded projects;
- The Bond Bill project prioritization considered regional needs and Commonwealth workforce development priorities;
- The extent to which the project is consistent with the Higher Education Bond Bill priorities (e.g., consideration of STEM benefit or other Commonwealth programmatic/occupational/industry priorities);
- The ability of the investment to leverage capacity of other potential funds (e.g., planned MSCBA bond-financed projects over the next two years);
- How much state General Obligation (GO) capital spending will occur over the next few years at selected campuses; and,
- The square foot allocation of stimulus funds for deferred maintenance use.

Consideration should also be given to issues more directly relevant to educational concerns but that remain consistent with overall state objectives. For example, higher education investment is an economic development investment; analysis has shown that the Commonwealth's return on investment in public higher education can exceed that of other state economic development initiatives.

Additionally, for projects in every sector, the Task Force also recommend that consideration be given to whether the project fosters occupational safety and health goals. This factor speaks to investing for the long-term and will also limit the impact on operating budgets. Whether the project is abating asbestos in a school or replacing or updating equipment (such as ventilation systems) to improve the air quality in a school or other educational facility, these projects have long-term benefits to the safety and health of the building occupants: namely, educators, students and the general public. For example, an asbestos abatement project reduces the need for an ongoing operations and management plan to address existing asbestos in the school, which requires that the school contract with a consultant to develop and update the plan. Additionally, improvements to ventilation and other equipment generally reduce maintenance costs and are more energy efficient.

### Massachusetts Public Higher Education Capital Master Planning Process

The Massachusetts Public Higher Education Capital Master Planning Process, which was completed in 2008 and included comprehensive master plans for each state and community college considered within a regional context, can be instructive. The priorities that emerged from the capital master planning exercise were influenced by two key objectives:

- Addressing overall institutional capacity deficiencies; and,
- Enhancing program capacity in areas of economic need, especially STEM fields.

The capacity issues that were not addressed in the comprehensive capital master planning process – because this effort was focused on academic and student support facilities – relate to housing and parking. Housing projects on Massachusetts public campuses do not receive state support and are true revenue-backed auxiliary enterprises. Housing projects can also have a significant impact on an additional educational priority, graduation rates, because residential status correlates strongly with persistence and graduation. Renovations of residential facilities and instructional facilities can increase capacity in terms of both overall enrollment and programs in high-need areas. Renovations to bring facilities into compliance with ADA regulations can increase capacity for students with disabilities. Additionally, only a few parking projects have been funded through the state G.O. process, and when they have, it has been combined with a roadway project.

These capacity concerns are as real as academic space capacity matters. A number of colleges have submitted parking and road projects; these are projects that could be delegated by DCAM and could meet the "shovel-ready" and completion windows. On the housing front, currently community colleges are prohibited by statute from providing housing. Further, like the bond bill projects, these facilities would never meet the imposed commencement and completion windows. As for the state colleges, housing is critical to retention efforts and a number of new facilities are in the planning stage (new residence halls at Salem and Worcester were to be funded in a February 2009 issuance and new housing at Framingham and Mass Art, and possibly Westfield, were to be funded in a February 2010 issuance). Unfortunately, the current market conditions have resulted in interest rates that make these projects financially tenuous. Support for residence hall construction meets Commonwealth economic development objectives (jobs and housing), higher education objectives (increased retention and graduation rates), and economic stimulus objectives (short-term, and leveraged, capital investment).

### 4. "Shovel-Ready" Projects

Evaluation of project readiness and prioritization criteria for entities within each sector is described below. The entities are treated differently depending on whether they are public or private and depending on the mechanisms already in place to fund their capital needs. The Task Force gathered extensive lists of proposed capital projects for state and community colleges, the five campuses of the University of Massachusetts and charter schools. For K-12 districts, early education providers and private colleges and universities, the Task Force recommends different approaches to prioritization.

The prioritization criteria reflect the objective of representing each sector in education from early education through higher education across the Commonwealth, including both public and private providers, and accounting for the unique attributes of each.

### Early Education Providers and Private Colleges and Universities

Because early education providers and private colleges and universities are not public entities, the Task Force has taken a different approach for their projects. The Task Force is not treating individual requests from private educational institutions as projects for prioritization, but rather, consistent with the Private Development Task Force's suggestion, the Education Facilities Task Force recommends creating a fund that would provide grants and/or low-interest or no-interest loans to educational non-profits for stalled repair, rehabilitation and construction projects. Should such a fund be created, a set

Task Force Overview—Project Delivery Task Forces Page 15 of 464 of criteria that reflects the prioritization of early education and low-income students and ensures the distribution of these funds in a manner consistent with the state's overall goal of creating a seamless birth-to-higher education system will be developed.

The Task Force also proposes a federal guarantee for bonds issued for these purposes. This will permit any project funding that may flow from the Federal Act to be focused on this work, while issuers of municipal bonds, which have access to project revenues, could also benefit from a reduced cost of borrowing to reduce the cost to students and other facility users. Presently issuers of tax-exempt revenue bonds are not able to readily access the credit markets due to high interest rates, which push the cost of capital above that which can be supported by affordable project costs, and a "flight to quality" which has reduced demand for all but the very highest rated issues. A federal guarantee would limit the extent of this problem.

Under this proposal, the federal government would guarantee the first \$150 million of an A-rated issuer's municipal bonds for infrastructure and educational facility projects issued prior to June 30, 2009. This would substantially reduce the cost of borrowing for the issuer (and, hence, the cost to the rent and rate payers) while not requiring the federal government to pay a direct cost. This would stimulate economic activity in the near term while allowing the normal processes of issuing debt and collecting project revenues to continue as usual. There are many issuers across the Commonwealth and the country that might otherwise need to defer critical projects and their accompanying economic activity. Issuers with A ratings are extremely unlikely to default on these bonds.

### K-12

Projects in the K-12 sector represent a significant opportunity for purposes of both enhancing the quality of educational opportunities and as a method of economic stimulus. The Massachusetts School Building Authority (SBA) manages the state school building grant program for K-12 public school district facilities. SBA dollars help municipalities and regional school districts with local operating budget shortfalls, lowering local tax rates and using funds formerly tied up in school debt service for other local capital improvement projects.

Over the past several years the SBA has developed a thorough and efficient system for administering and overseeing public funds to K-12 public district schools. For any federal funds that become available, then, distribution through the SBA would provide more accountability and quality control than a general distribution of funds to municipalities. The SBA currently has a long list of projects in its pipeline at varying stages of readiness. If a significant amount of money becomes available via the federal legislation for K-12 construction, there are a number of alternative ways to spend it, including institution of:

- An improvement program for machinery and equipment at vocational high schools;
- A program of "accelerated design" using model schools;
- A program of repairs and modernization projects;
- Paying for a percentage of the local share of a broad distribution of planned projects in the
  existing pipeline; and,
- Incentivizing various steps towards districts providing regionalized services.

Alternatively, if the amount of money available through the Federal Act is more modest, it would be sensible to have the SBA administer a statewide small repairs program.

### **Charter Schools**

Charter school facilities require a unique set of considerations. To the extent allowed by the federal legislation, the distribution of capital funds to these important public schools will be facilitated. However, the analysis of when, to what extent and how public dollars are used to finance charter

facilities is complicated by the following set of circumstances. Unlike with regular district schools, which use SBA funds to pay for 40% to 80% of their building costs, there is currently no entity in place to fund charter school construction. Charters get a per pupil amount from the state for facilities (in fiscal year 2009, this amount was \$893/pupil), but they must otherwise rent or purchase space without state assistance. Additionally, in most cases, if a charter school were to close, the charter facility owned by the charter operator would become state property. For some charter schools this is not the case, and upon closing these charter schools would revert to a private property owner. Consequently, the answer to whether and how public funds should be used may depend on the ownership structure for each individual school.

### **Higher Education**

The Higher Education projects include those recommended by 1) State and Community Colleges and 2) the University of Massachusetts. The project identification, categorization and prioritization processes are different for each of these groups.

### 1) State and Community Colleges

For state and community college projects the Task Force proposes can be categorized in three broad areas: 1) General Campus Allocations, 2) Mid-Sized Project Allocations and 3) Large Size Project Allocations. This proposed categorization approach will ensure:

- Broad geographical coverage and operating budget relief while investing in necessary capital maintenance:
- Completion of significant mid-scale adaptation and new capital projects that are difficult to fund from campus operating budgets that are also not identified in the higher education bond bill (as this bill focused predominantly on large-scale, new construction projects); and,
- Escalation (and in some instances expansion) of bond bill-identified priority projects that will
  facilitate implementation of all higher education capital master plan priority projects over time.

For each of these three allocation categories, projects that are "shovel-ready" within 180 days have been identified. Additional description on the types of projects in each category, their funding mechanisms and proposed management structure is provided below.

### 1) General Campus Allocations

Includes funding for deferred maintenance, adaptation, and renewal of facilities at each of the Commonwealth's state and community colleges. Funding could be allocated on a square footage basis, as has occurred in the past using an allocation of GO bond deferred maintenance support. These funds would also partially alleviate operating budget reductions resulting from decreased state appropriation support. Finally, locally-managed individual projects would generally be less than \$2 million and could be completed quickly. The current individual project campus-management delegation cap is \$1 million (a request has been submitted to raise cap to \$2 million).

### 2) Mid-Sized Project Allocations

Campus-identified projects exceeding \$2 million are included in this category and would be managed by DCAM or the Massachusetts State College Building Authority (MSCBA) as new stand-alone projects or combined with current DCAM or MSCBA projects. Funding would be allocated to campus-identified projects determined to meet "readiness" criteria and consistent with the articulated "Guiding Principles." Lower range projects could be initiated as new DCAM or MSCBA projects that could meet spending timeline criteria and upper range projects could be appended to existing DCAM or MSCBA projects with designers and contractors under contract.

#### 3) Large Size Project Allocations

Funding could support currently ongoing projects managed by DCAM or MSCBA, and/or expansion or escalation of those projects. Projects in this category would generally exceed \$8 million but can still meet spending timing criteria.

Part of these considerations should account for whether the project can be assigned to the MSCBA, can be managed locally or whether the project has to be managed through DCAM. Any project costing more than \$5 million and up to \$8 million, even if it were ready to bid today, would take significant time to ramp up and could span more than two years. If the state does choose to undertake a few large projects (above the noted dollar thresholds), campus academic capacity should be considered as confirmed by utilization studies completed as part of campus Capital Master Plans; the state should also recognize that these projects could go beyond two to three years.

#### 2) University of Massachusetts

Below are the prioritization criteria the Task Force recommends for University of Massachusetts projects:

Institutional Strategic and Long-Range Planning: The degree to which a project supports the University's strategic priorities and aligns with the University's Capital Plan:

- Enhance Student Learning Experience
- Maintain Affordability and Access
- Strengthen Research Enterprise
- Improve Delivery of Administrative and IT Services

Assumptions and forecasts may include such indicators as demographic, economic, and technological issues affecting the University's programs and services.

Commonwealth or Education Sector Initiatives: Project is a crucial part of the government's growth plan or impacts a population group, geographical area, or political jurisdiction of special concern. Projects may be used to enhance specific instructional capabilities, improve the economic development potential for Massachusetts, or provide better service to the Commonwealth's citizens. Projects should be selected based on their potential to spur innovation and discovery.

Responsible Stewardship: Project is necessary to maintain the functional level of existing assets. Focus should be placed on working on issues that if not resolved will prove to be a drain on resources in the future.

Environmental Benefits: Project will result in energy conservation, water conservation, or hazardous material remediation. Projects that encourage sustainable activities and further develop green engineering.

Leverage Existing or Potential Funding Sources: Complete projects that are only partially funded or that could lead to additional support. In addition, any project with strong potential for cost recovery should be funded.

#### Project Criticality:

- Life Safety Emergency Project directly relates to protecting lives or correcting hazardous
- Code/Legal Compliance If the project is not funded, legal action against the University is possible.
- Prior Binding Commitment The project is required to be undertaken due to commitments created through actions of the Commonwealth or the University.
- Agency Mission Functional projects that enable an agency to fulfill a core mission.

Immediate and Long-Term Job Creation: Support projects with the highest amount of construction jobs created and projects which have documented job growth studies reflecting the number and types of occupations to be employed.

Other Considerations: An open category for projects that present unique opportunities or extenuating circumstances not covered by the other criteria.

## 5. Projects

For a detailed list of projects see Project List in Part 4 in the report. The table below provides a highlevel summary of project costs by each entity:

Types of Projects	Total Federal Act Request (\$ Millions) *
State & Community Colleges	\$2,215 **
UMASS	\$831.5 **

## 6. Agency Staffing Plans

The following table provides a summary snapshot of the staffing needs discussed in more detail throughout this section.

	K-12 and Charter	Higher Education	University of
	Schools	(DCAM)	Massachusetts
Federally funded FTE Request Based on Agency Staffing Analysis	.25-2	See DCAM staffing plan in the State Facilities and Courts Task Force Section	1

## K-12 and Charter Schools

If the Federal Act requires that aid for district K-12 schools is to be sent directly to local educational authorities, staff time will need to be devoted to basic grant administration (processing applications, distributing funds, collecting required reporting) and oversight (desk or on-site monitoring to see that funds are spent on construction and in accordance with requirements). If, however, the Federal Act allows a state entity to distribute the funds via a state-determined process, the SBA would be the

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State & Community Colleges the \$ amount includes19 DCAM projects and 17 MSCBA projects
\*Excluding duplicates with DCAM the Total Federal Act Request for State and Community Colleges is \$1,330 MM and \$735 MM for UMASS.
Please refer to Section IV of the report for a detailed list of duplicates

likely administrator. Depending on the level of funds provided and oversight required, additional staffing may be required to administer these funds to district schools.

If the Federal Act requires that stimulus funds for charter schools are to be distributed directly to local educational authorities, there will need to be staff time devoted to basic grant administration (processing applications, distributing funds, collecting required reporting) and oversight (desk or onsite monitoring to see that funds are spent on construction and in accordance with requirements). Depending on the level of oversight, .25 to .50 additional FTEs may be required to administer these funds to charter schools.

If, however, access to stimulus funds for capital projects were allowed to be determined based on a state-level review process (focusing, e.g., on need or other criteria), with evaluation of project plans, etc., depending on the competitiveness of proposals and number that were able to be funded, 1.0 to 2.0 additional FTEs may be required to administer the funds to charter schools in this manner.

These staffing requirements may be lower if federal funds for charter schools are administered from a single office (e.g., School Building Authority, single contractor or MSCBA) in conjunction with the other public school construction projects.

### **Higher Education**

A comprehensive list of potential Federal Act higher education capital projects has been compiled under the auspices of the Executive Office of Education. The Higher Education projects include those recommended by 1) State and Community Colleges and 2) the University of Massachusetts. The staffing plan for these projects corresponds to the three categories identified in the previous section of this report, as well as a fourth category for University of Massachusetts projects to be managed by the UMass Building Authority.

Campus-submitted projects range from small, deferred maintenance projects to large, new construction projects. Projects are categorized below by the manner in which project management could occur; each of these models have varying oversight approaches:

- Campus Management Smaller scale primarily maintenance and renovation projects (delegated projects up to \$2.0 million total project cost). At campuses, existing facilities staff oversee the procurement process while contracting for specific services.
- 2) Massachusetts State College Building Authority (MSBCA) Management Residence and selected non-academic facilities projects at state colleges. In-house project coordinators act as both project managers and oversee project-specific contracted project management consultants.
- 3) DCAM Management Manages "large scale" and other selected projects with in-house, full-time, staff that serve as project managers (campuses also often employ/assign additional "owners representatives" for large-scale DCAM projects).
- 4) UMass Building Authority Manages selected residence, academic, and non-academic facilities at the University of Massachusetts campuses. UMass also has in-house project coordinators that manage and oversee projects, similar to the MSCBA.

The ability to undertake projects through four different management arrangements provides desirable flexibility and capacity to meet Federal Act spending criteria stipulations.

DCAM has submitted a staffing plan based on an assumed level of \$300 million in federal funding for projects (higher education as well as other state agencies) to be managed directly by DCAM. Based on various assumptions, DCAM has estimated the need for 53 FTEs to manage their overall project workload (\$300 million in projects). Of the over 400 potential State College and Community College

projects totaling over \$1.4 billion that were identified as part of the Executive Office of Education potential capital projects identification process, 21 projects totaling approximately \$85 million have been affirmatively identified by DCAM – that DCAM would manage – for Federal Act funding consideration

MSCBA has affirmatively identified 16 projects totaling approximately \$52 million – that MSCBA would manage – for potential federal funding consideration. Except for the two proposed athletic field projects, proposed MSCBA-managed projects have already been assigned to in-house staff and contracts have been signed with project management consultants and an architect/general contractor team for each project. Cost for project management staff and consultants is included in the noted projects requested funding. Similarly, the University of Massachusetts Building Authority has assigned current projects – that meet stimulus priorities and spending window stipulations – to inhouse staff with independent management consulting contracted as necessary with costs included in the projects funding requests.

Campuses oversee local capital procurement through in-house staff and contracted support (predominantly architectural and engineering). Capacity exists at the campus level to manage potential federally-funded capital projects; many projects that have been forwarded for federal funding consideration have been fully developed and are ready to bid, and that would have been paid for through local funds, but have been put on hold due to reduced state appropriation support. An allocation of approximately \$100 million across the system could be addressed by current staff at the 15 Community Colleges, nine State Colleges, and five University of Massachusetts campuses (as this level of capital spending is not significantly greater than annual locally-funded capital procurement levels). Potential federal funding allocations exceeding this scope may need premium funding for additional contracted management support (alternatively, campuses would likely allocate a portion of requested project funds to additional management consultant support).

Additional agency staffing needs in response to potential Federal Act funding for higher education projects is somewhat mitigated due to the ability to assign projects to various agencies (DCAM, State Colleges and UMass Building Authorities, and Campuses) based on size and types of projects; this multiple assignment opportunity significantly enhances the likelihood that federally funded capital projects spending stipulations can be achieved.

For further detail on staffing for shovel-ready higher education projects identified by DCAM, please refer to the State Facilities and Courts Task Force section of this report.

### **University of Massachusetts**

The University has approximately 42 FTEs related to capital. The five campuses design, manage, and construct many of their own projects. The UMass Building Authority also has three FTEs, but they contract out most of their work. The FY2009 Total Capital Budget for the University is presently \$325 million.

UMass is requesting support for 95 projects with a total cost of \$956.5 million and a federal funding request of \$831.5 million. UMass would likely need one new staff member if the full funding is received. Notably, many of the University's top priorities would lead to permanent jobs/economic development beyond the immediate construction activity. For example, the ETIC and Wannalancit Buildings at UMass Lowell, the Sherman Center and ACCESS Building at the Medical School in Worcester, and the various lab renovations and Integrated Sciences Building at the Amherst campus would support new faculty and support staff as well as draw in more research funding for the Commonwealth.

# 7. Barriers and Obstacles to Achieve Objectives

Barrier / Obstacle	Mitigation Strategy / Actions Required
K-12 Projects: Currently, funding mechanisms in the Federal Act do not enable prioritization of shovel-ready projects, as funding will flow into existing channels regardless of the type or projects in a given jurisdiction	The most prudent use of limited dollars may be to fund a special program of making small but important repairs to K-12 school facilities throughout the Commonwealth, consistent with the Governor's guiding principle of diversifying investments. Options include:  • Ask the SBA to: develop a list of repair projects within a capped dollar amount and prioritized based on health and safety standards; verify need, priority and readiness of these submissions; and run a unique program for these investments separate and apart from the regular SBA program.  • Report on the process the SBA develops, the objectives for the investments and how they would be monitored, and, to the extent possible, direct how those districts use the funds they receive.
Centralizing the tracking and performance monitoring of stimulus dollars spent on local projects	Ensure consistent application of quality control standards by instituting Commonwealth oversight outside of the federal funds distribution process.
Charter Schools: There is currently no entity that substantially funds charter school capital projects or has oversight over these projects	Alternatives for administering these one-time capital funds include:     Have the SBA operate a one-time program     Issue a contract for a project manager     Enlist a quasi-state building authority such as Mass Development or the MSCBA
Higher Education Campus Project Management Delegation	Requested increase in DCAM project delegation cap to \$2 million.  • Currently, higher education campuses can manage projects up to \$1 million. It is requested that this delegation cap be increased, by change in statute, to \$2 million. Smaller scale projects that are locally managed (funded by broad allocation of federal funding support) can be immediately implemented to achieve stimulus objectives.
DCAM additional staff hiring and training needs*	DCAM Project Management approach will likely require (based on amount of stimulus funding provided) additional new staff and training.  While DCAM has increased the size of its staff devoted to higher education projects in anticipation of an increasing level of GO bond spending for public higher education capital projects, additional staff will likely need to be recruited or a new model that relies on outside, full-service construction program management firms will need to be considered.
Ability to accelerate final document preparation and bidding, as well as construction, of	For large scale (often new construction) projects, the proposed federally funded portion of the project is a component piece that can be bid as an early action item or as a scope expansion item.  • Separate bid packages will need to be expedited to meet the Federal Act spending requirements; this may require architectural

Barrier / Obstacle	Mitigation Strategy / Actions Required
component projects*	firm and/or general contractor premium costs.
Contractor Certification/ Pre- Qualification Requirements*	DCAM has identified the need for agencies to be proactive in identifying potential contractors and assisting them in the certification/pre-qualification process.  For Building Authority projects, a list of pre-qualified firms by trade has been identified and architect/general contractor teams are under contract for each identified project (excluding the athletic field projects) as permitted by the Authority's alternative procurement authority.
Timely notification of funding	Higher education project bids are being prepared for issuance in the next few months for the summer of 2009 construction season; new or expanded documents need to be completed in the near term to meet this construction window.     Notification of federal funding would likely need to occur by the end of February in order to ensure significant summer activity.

<sup>\*</sup> For more information on Permitting, Procurement and Workforce, please see Section III, Cross-Cutting Task Force Overview

# 8. Metrics for Measuring Success

### Metrics

It is proposed that the same metrics proposed by DCAM for all of its state-wide managed projects be employed for Campus-managed, MSCBA, and UMass Building Authority projects, as well as DCAM-managed higher education projects.

Metric *	Description	Method for Monitoring/Measurement
Job Creation	Number of jobs created and duration for which they were created by each project funded.	Develop a system for tracking and analyzing total daily workers onsite per day through certified payroll or daily field reports; develop other methods to track indirect employment (e.g., income multipliers).
Facility Condition	Number of facilities improved and measurement of extent of improved condition based on Facilities Condition Index (FCI).	FCI = (Total Cost of Repair Backlog/Total Replacement Cost);     DCAM can do this using CAMIS database     MSCBA has done this for residence life facilities
Long Term Benefits	Administration     infrastructure investment     priority or priorities     furthered; education core     functions, missions     and/or long-term     programmatic goals     furthered in some     material and measurable	Analysis of operational improvements in terms of quality and quantity pre and post capital project.  Evaluate the long-term impacts through the number of people served by the facility improvement.

Metric *	Description	Method for Monitoring/Measurement
Efficiencies	way.  • This is a broad category that should be used to capture not only cost savings, but also environmental benefits of energy projects in particular (e.g., reducing carbon footprint)	Track the facility operating costs pre and post capital project.  See the Energy Task Force section for specific energy efficiency metrics.
Diverse Benefits	Measure the geographic diversity of the investments.      Number of different state agencies benefited; number of different state companies benefited; number of different trades benefited; number of different communities benefited.	Number of state agencies  Number of companies in-state  Number of trades  Number of cities/towns
Project Delivery	Actual federally funded project delivery milestones and cost vs. federally funded projected schedule and budget.	Track schedule and budget performance against established metrics through web based cost control systems (Prolog, Expedition, MMARS, etc).

<sup>\*</sup> For further detail on Metrics, refer to the State Facilities and Courts Task Force section of this report

# **Energy Task Force**

### 1. Introduction

The Energy Task Force was charged with identifying energy efficiency and clean energy projects at public sector facilities. Projects were required to reduce energy consumption or to increase the production of clean energy.

The Task Force met five times between December 16, 2008 and January 20, 2009 with increasing membership at each subsequent meeting. The first four meetings were used to progressively refine the list of projects and to address questions that arose and the fifth meeting was to review the final draft of the Energy Task Force report.

The Task Force included representatives from several state agencies and quasi-public authorities that manage or are responsible for a significant number of facilities in the state. It also included representatives from the two largest electric utilities in Massachusetts, from multiple energy industry associations, and from multiple labor organizations.

The task force identified \$1.16 billion of energy efficiency and renewable energy investments that when complete will reduce annual energy expenditures by \$103 million, paying for themselves within 11.4 years. These investments would also create about 10,400 jobs across the state and across various industries.

In an undertaking such as this mobilization, there is the possibility of project duplication among projects and resulting job creation estimates between task forces. While efforts were made to coordinate with other task forces, it is possible that there remain some overlaps. The most likely overlaps would be with the State Facilities and Education Facilities task forces since many projects contain elements that fall into the domain of each of these areas. Efforts to resolve duplicates should be continued to remedy this issue.

Responsibility for monitoring rests with the agencies identified in Section 5 below, in coordination with the Department of Energy Resources and any other entities identified in the Federal Act. Finally, project results will be communicated using the channels and requirements outlined in the Federal Act.

### 2. Members

Name	Title	Agency / Organization
Bowles, Ian (Chair)	Secretary (Task Force Chair)	Energy and Environmental Affairs
Aikens, Marty	Business Agent	Local IBEW 103
Alabiso, Vin	Director of Finance	Mass. School Building Authority
Arthur, Robert	Industry Director for Energy	Mass. Office of Business Development
Baker, Jen	Chief of Staff	Clean Energy Center
Bartlett, Maeve	Assistant General Manager for Environmental Compliance	MBTA
Bickelman, Ellen	State Purchasing Agent	Operational Services Division
Brennan, Andrew	Director of Environmental Affairs	МВТА

Name	Title	Agency / Organization
Burt, Lauri	Commissioner	Department of Environmental Protection
Cherullo, Andy	Chief Financial Officer	Mass. School Building Authority
Codner, Bill	Principal Analyst/ Municipal Program Manager	National Grid
Cogswell, Jessica	Director for Fiscal and Administrative Policy	Department of Higher Education
Conner, Penni	Vice President, Customer Care	NSTAR
Deegler, Marcia	Director of Environmental Purchasing	Operational Services Division
Dempsey, Brian	Chairman, Committee on Telecommunications, Utilities, Energy	Massachusetts House of Representatives
Douglas, Brian	Budget Director, Office of the President	University of Massachusetts
Duros, Anthony	Director of Engineering Admin & Utilities	Mass. Turnpike Authority
Edmondson, Lucy	Deputy Commissioner, Policy	Department of Environmental Protection
Erlich, Mark	Executive Secretary- Treasurer	New England Regional Council of Carpenters
Friedman, Eric	Director, Leading by Example	Department of Energy Resources
Gilligan, Donald	President	National Association of Energy Services Companies
Giudice, Phil	Commissioner	Department of Energy Resources
Gromer, Paul	President	Peregrine Group
Gundal, Frank	Manager Analog Energy Services	NSTAR
Hall, Debra	Sustainability Program Developer	Department of Housing and Community Development
Hamel, Dale	Acting Associate Commissioner	Department of Higher Education
Ide, Jenna	Manager, Energy Efficiency & Sustainable Buildings Group	Division of Capital Asset Management
Joyce, Steve	Director of Research	New England Regional Council of Carpenters
Lenhardt, Stephen	Vice President/ Treasurer	University of Massachusetts
MacDonald, Alison	Senior Budget Analyst, Office of the President	University of Massachusetts
McCready, Travis	Chief Operating Officer	Mass. Convention Center Authority

Name	Title	Agency / Organization
McCullough, Rick	Director of Environmental Engineering	Mass. Turnpike Authority
Mohta, Vivek	Director, Energy Markets	Department of Energy Resources
Morrissey, Michael	Chairman, Committee on Telecommunications, Utilities, Energy	Massachusetts Senate
Murray, Hubert	Manager of Sustainable Initiatives, Real Estate and Facilities	Partners Healthcare
Naughton, Joe	Senior Budget Analyst, Office of the President	University of Massachusetts
Patneaude, Kristen	Program Manager, Energy Management	Mass. Water Resources Authority
Phillips, Ellen	Deputy State Purchasing Agent	Operational Services Division
Ribeiro, Lori	Senior Consultant	Blue Wave Strategies
Rizzo, John	President	American Development Institute
Schectman, Amy	Associate Director for Public Housing and Rental Assistance	Department of Housing and Community Development
Sleiman, Sam	Director, Capital Programs & Govt. Affairs	Massport
Snyder, Nancy	President	Commonwealth Corporation
Sullivan, Greg	Inspector General	Office of the Inspector General
Woolf, Tim	Commissioner	Department of Public Utilities

# 3. Key Objectives for Energy Task Force

The objective of the task force is to reduce energy use to the greatest extent possible and to replace fossil energy with clean energy. In addition to creating substantial new jobs, these investments will accelerate the transformation in energy use and generation required to meet the long-term energy and environmental goals of the Commonwealth.

# **Governor's Guiding Principles**

All projects submitted by the Task Force are aligned with the Guiding Principles outlined by the Governor. All projects reduce energy consumption or support clean energy production—two established infrastructure priorities—and, as a result, reduce energy expenditures and demands on the operating budget.

Projects at state government facilities will contribute to the clean energy goals set forth in Executive Order 484. This Order calls for state government to:

- Reduce energy use on a BTU per square foot basis 20% by 2012, 35% by 2020.
- Increase use of renewable electricity to 15% of total electricity consumption by 2012, 30% by 2020.
- Reduce total greenhouse gas emissions 25% by 2012, 40% by 2020, 80% by 2050. Of the \$1.16 billion worth of projects, \$541 million, or 47%, are at facilities covered by this Executive

In addition, the projects would, in aggregate, create several thousand jobs in Massachusetts since many of the services and goods can be contracted within the Commonwealth. A majority of direct jobs created would be in engineering, construction, and professional and technical services. There would be a number of additional direct and indirect jobs in the retail and wholesale trades. Finally, the projects are spread across the Commonwealth.

Guiding Principles	Description
Invest for the Long Term	All projects under this program should have a long-term benefit, in addition to the stimulus effect of putting people back to work now.
Limit Impact on Operating Budgets	Prefer investments that will reduce – or at least not add to – demands on the operating budget.
Follow Established Infrastructure Priorities	Make choices based on the infrastructure recommendations recently approved at the Development Cabinet.
Diversify	Subject to whatever constraints there may be in the federal legislation, prioritize projects for funding in a manner that ensures funds will be allocated across a variety of industries and geographic locations.
Buy Massachusetts	To the extent possible, contract with Massachusetts contractors, purchase goods and services from Massachusetts companies, and hire Massachusetts people.

## 4. "Shovel-Ready" Projects

The universe of potential projects that this task force initially considered was extremely large since it included any energy-related opportunity at a public facility. We first sorted these projects by readiness, identifying those projects that had been sufficiently defined and scoped to be genuinely shovel-ready within 180 days. Projects having a longer timeframe until shovel-readiness, such as 360 and 720 days, were assembled in case federal funding criteria were different than expected. We then filtered out projects that were better categorized as new construction or deferred maintenance rather than energy efficiency or clean energy.

The taskforce meetings and project lists that were generated provided a fertile ground for cross-pollination of ideas, leading to further refinement. For example, seeing how an agency effectively bundled projects of similar types together for procurement led others to do the same. In general, agencies agreed that bundling projects that involved similar work, e.g., rooftop solar panels, within a property-managing entity would be effective. The task force agreed on the following six project types:

### **Energy Efficiency**

- Shallow: Projects that require no design and can be activated via a state contract immediately and completed within three to six months. Typical projects include: Energy audit, Energy efficient appliance replacement, and Energy efficient lighting.
- Medium: Energy audit and design but focusing on easy / quick / "plug and play" solutions.
   Typical projects include: High efficiency HVAC, upgrade Energy Management System (EMS).
- Deep: More thorough energy audit and design but including larger, medium term replacements or change. Typical projects include: Comprehensive energy efficiency (EE) retrofit.

#### Renewable energy

- Solar PV: Photovoltaic (PV) based solar panels for energy generation either on roof top units
  or mounted on the ground. PV projects are typically turnkey projects.
- Wind: Wind turbine projects typically are turnkey projects that include the design, build and
  installation of either a micro wind turbine or a full scale wind turbine. Utility scale wind farms
  are not included.
- Other RE: Includes renewable energy from Geothermal, Biomass, and Hydro resources.

## 5. Projects

For detailed information about projects, see the *Project List*. The table below provides a high-level summary of project costs by each entity:

Project Entity/Agency	Total Federal Act Request (\$)
Convention Center	\$15,935,500
DCAM	\$279,431,863
DCR	\$63,988,000
DEP (inc. DEP WW)	\$21,840,000
Department of Fish & Game	\$14,535,000
DHCD	\$114,671,760
MA School Building Authority	\$350,500,174
Massport	\$31,700,0000
МВТА	\$4,450,000
MTA	\$4,946,000
MWRA	\$31,423,200
State & Community Colleges	\$48,313,992
State College Building Authority	\$5,564,000
University of Mass. System	\$171,990,500

Project Entity/Agency	Total Federal Act Request (\$)	
TOTAL	\$1,159,289,990	

### 6. Agency Staffing Plans

Each agency submitting projects is fully committed to responsibly oversee the projects identified. Responsibility for oversight of energy projects rests with: Division of Capital Asset Management for state agencies, the University of Massachusetts system, and state and community colleges; Department of Housing and Community Development for local housing authorities; Massachusetts School Building Authority for public schools; and each quasi-public authority for projects at its own facilities.

Contracting for a vast majority of projects will be handled as "design-build" projects pursuant to Chapter 25A of the Mass General Laws and proceed through existing contracting channels.

Effective oversight of energy efficiency and clean energy projects requires specific expertise and previous experience. In addition, projects funded by the Federal Act will be completed in a short time frame and will not require permanent additions to agency staff. For both of these reasons, agencies are planning to utilize project specific consulting firms with expertise in energy or construction to assist staff with project oversight. Agencies have identified these staffing needs within their staffing plans and will hire temporary employees with the requisite skills (see staffing plans within the State Facilities and Courts Task Force Report). There are already a number of statewide contracts with such firms that agencies can utilize.

Field and project oversight is estimated at 3-10% of total project cost depending on the complexity of the contract. Simpler, e.g. turnkey, contracts will require less oversight than more complicated time and materials contracts with multiple components. No new permanent government hires will be required

## 7. Barriers and Obstacles to Achieve Objectives

Barrier / Obstacle	Mitigation Strategy / Actions Required
Procurement process delays	Accelerate energy efficiency procurement process     Establish a technical center at an existing institution to educate/advise facility management on energy efficiency throughout entire process
	Bundle many projects across state and local government in a consolidated contract
	Develop a standard contract to be used across (bundles of) projects
	Define standards for installed technology and for pricing of components of energy efficiency services
	Commit both sides of contract to a strict schedule
Workforce capacity constraints	Accelerate and expand the planned rollout of Green Jobs training programs by the Clean Energy Center, as referenced in the Workforce Task Force report:  Train existing and new members of the building trades on energy efficiency
	Coordinate with ongoing training activities by building trades'

Barrier / Obstacle	Mitigation Strategy / Actions Required	
	organizations	
	Optimize utilization of energy engineers  Likely the most significant capacity constraint and requires significant training and experience	
	Can maximize value of energy engineers' time by off-loading all non-essential tasks to other personnel	
	Update DCAM list of contractors for energy efficiency and solar energy	

Permitting is not expected to be a constraint for 180-day shovel-ready projects. Energy efficiency and solar energy projects, which make up a bulk of the 180-day shovel-ready projects list, do not require permitting in most circumstances.

# 8. Metrics for Measuring Success

It is expected that there will be specific metrics to accompany the Federal Act. The Energy Task Force will support the collection of these metrics. In addition, the task force outlined primary metrics for measuring success, including reduced energy usage and increased clean energy production.

Metric	Description	Method for Monitoring/Measurement
Reduced energy usage	Energy efficiency project performance will be measured by reduced energy usage relative to energy usage prior to the project. Annual reductions will be reported in BTU, BTU per square feet of building space, and in percent terms.	For those projects completed through an Energy Savings Performance Contract, the contractor will guarantee energy savings and monitor and report them periodically.  For other projects, performance will be estimated through stipulated savings for installed equipment and measured through utility bills reported into DOER's Energy Information System or an analogous system.
Increased clean energy production	Clean energy project performance will be measured by increased clean energy production. Annual increases will be reported in kWh and in percent terms.	Clean energy projects will be metered with inexpensive "revenue quality" meters to ensure accuracy and qualification for revenues from Renewable Energy Certificates. Production will be reported through the Renewable Energy Trust Production Tracking System or an analogous system.

# Information Technology (IT) Task Force

#### 1. Introduction

In today's environment, Information Technology (IT) is an element of almost everything we do. IT is as much a component of modern infrastructure as roads and bridges. Over the years, the Commonwealth has come to rely on IT to support the operation of state government. More importantly, IT has enhanced and enriched the quality and reach of vital services that the Commonwealth provides to citizens and businesses, improving the quality of lives as well as transforming government by making it more accessible, efficient, and responsive to the public.

The IT Mobilization Task Force represents every branch and virtually every office of state government, along with the Massachusetts eHealth Institute (MeHI). Through an extraordinarily collaborative effort, consistent with its charge, the IT Task Force identified critical projects that will not only stimulate the Massachusetts economy but also provide long term and sustained benefits to every segment of society. More specifically, the projects:

- Will generate Massachusetts jobs in the near-term and strengthen the Massachusetts workforce for the long-term at all levels throughout the Commonwealth's economy. The jobs that will be created and sustained are skilled "knowledge" jobs.
- Adhere strictly to the Governor's Guiding Principles for mobilizing the state-wide efforts to ready projects and receive funding from the Federal Act.
- Create transformational services that will position the Commonwealth as fertile ground for economic development and growth in the health care, education, and technology sectors.
- Make state government more efficient, effective, accessible and responsive for citizens and businesses
- Are ready to move forward now. The Task Force has reached broad consensus on a list of high-value IT and eHealth projects that are ready to begin within 180 days. In addition, the Task Force has developed a priority-setting process and set of tools for the IT Projects to enable a consensus approach to prioritizing the list consistent with Federal Act objectives and Commonwealth goals.

The projects proposed by the IT Task Force will advance the Commonwealth's automation capabilities at a time when we need greater efficiency and streamlining to adjust to the difficult financial circumstances we face. In short, these move projects beyond simply renovating what is aging; instead, they *innovate* for a 21st century state government that will better serve citizens, prepare the future workforce, and nurture and support businesses and communities more effectively and efficiently.

The projects reviewed by the IT Taskforce take two forms:

- IT Projects that were submitted by the judiciary, secretariats, and agencies across state government, and
- 2) eHealth projects that are the culmination of years of thoughtful and collaborative work to improve the efficiency and effectiveness of health care delivery in Massachusetts.

The IT project list comprises 194 initiatives valued at \$975 million. Recognizing that there are many important and potentially competing demands for infrastructure investment, the IT Task Force has

developed a priority-setting process and tool capable of narrowing the list of IT projects to fit the shape of the Federal Act<sup>2</sup> and budget.

The four eHealth projects total \$513 million. The entire program is fully designed, developed, and "shovel-ready." These projects will create state-wide, interoperable Electronic Health Records (EHRs) as part of an ubiquitous Health Information Exchange (HIE). When complete, this system will improve the healthcare of millions of residents of the Commonwealth, lower the costs of health care, and create good jobs. The program has been designed to ensure the security of data and the privacy of all individuals.

By tapping the rich knowledge and experience in health care in the Commonwealth, the Task Force offered a forum for focusing eHealth options down to an essential sequence of initiatives that will move the Commonwealth from paper-based files to EHRs. The move to EHRs will enable a patient-centered and appropriately secure system of health support. The goal of the eHealth program is for essentially all Massachusetts healthcare providers to use EHRs linked via a HIE. This will improve quality, as well as reduce errors and costs of healthcare, especially among underserved populations and geographic locations across the Commonwealth. A byproduct of this effort will include a deidentified data warehouse of health data useful for assessments, research, and policy development.

### 2. Members

The IT Mobilization Task Force has worked with a genuine spirit of collaboration and a keen sense of the importance and urgency of this effort. The Task Force conducted a rigorous process over a very short time to identify vital technology and eHealth projects. The table below shows the membership of the Task Force.

Name	Title	Agency / Organization
Margulies, Anne (Chair)	Assistant Secretary and Chief Information Officer	Information Technology Division
Montigny, Mark	State Senator	The Commonwealth of Massachusetts The 186th General Court – Senate
Sanchez, Jeffrey	State Representative	The Commonwealth of Massachusetts The 186th General Court – House of Representatives
Adams, Mitchell	Executive Director	Massachusetts Technology Collaborative
Benison, Marty	State Comptroller	Office of the Comptroller
Beveridge, John	Deputy Auditor	Office of the State Auditor
Bickerton, Bob	Associate Commissioner	Massachusetts Department of Elementary and Secondary Education
Boronski-Burack, Debra	President and Chief Executive Officer	Massachusetts Chamber of Business & Industry
Burlingame, Craig	Chief Information Officer	Administrative Office of the Trial Court

<sup>&</sup>lt;sup>2</sup> At this writing, the Task Force had the opportunity to review the January 15 House of Representatives draft of the proposed Federal Act. Many of the projects identified in this report align closely with the initiatives specified in the draft bill. But because the proposed legislation is prescriptive and envisions making infrastructure investments through established formulas and existing channels, there is no discretionary money for the Governor to address other state priorities, including IT priorities, even though these would fully serve the jobs and economic objectives of the Federal Act. Nevertheless, the Task Force hopes that some of the Commonwealth's other IT priorities captured in this report might be addressed through modifications to the legislation or through the ability to reallocate capital funds that may be freed up by stimulus grants in other areas.

Name	Title	Agency / Organization
Davies, David	Director of Information Technology, Division of Local Services	Department of Revenue
Day, Rosemarie	Deputy Director and Chief Information Officer	Commonwealth Health Insurance Connector Authority
Dougherty, Terry	Assistant Secretary for Administration and Operations	Executive Office of Health and Human Services
Frias, Valerie	General Counsel & Legislative Director	Office of Senator Mark Montigny
Fuller, John	Chief Information Officer	Executive Office of Transportation
Glennon, John	Chief Information Officer	Executive Office of Labor and Workforce Development
Gray, David	Chief Information Officer and Vice President of UMassOnline	University of Massachusetts
Grossman, John	Undersecretary of Forensic Sciences & Technology	Executive Office of Public Safety and Security
Hopcroft, Thomas	President and CEO	Mass. Technology Leadership Council
Horan, Mark	Executive Director	Massachusetts Network Communications Council
Jackson, Tito	Industry Director for IT	Mass Office of Business Development
Kelley, David B.	Executive Director	Massachusetts Colleges Online
Norman, Michele	Director of Strategic Planning and Collaboration	Executive Office of Education
Oates, Bill	Chief Information Officer	City of Boston
Wallace, David	Director, Division of Apprentice Training	Executive Office of Labor and Workforce Development
Wcislo, Celia	Assistant Director	1199 SEIU Massachusetts Division
Weber, Ken	Chief Administrative Officer	Executive Office of Transportation
Wilbur, Robert	Chief Information Officer	Executive Office of Energy and Environmental Affairs

While the Task Force itself is broadly representative, with members from every branch and most offices of state government, many others contributed to the effort by providing research and data needed to generate a sound set of projects proposed to the Governor for consideration.

#### 3. Key Objectives for the Information Technology Task Force

The work of the Task Force centered on identifying projects that would strike an appropriate balance among the following objectives

- · Federal Act objectives
- Can begin within 180 days
- Can be completed within 2 years
- Creates jobs now and expands future job opportunities
- · Governor's Guiding Principles
- · These guiding principles are inclusive of and based on the Federal Act objectives.
- Invests for the long term
- Limits impact on operating budgets (reduction or neutral)
- Follows established infrastructure priorities
- Diversifies funding and project benefits across industries and geography
- Buys Massachusetts: To the extent possible, contract with Massachusetts contractors, purchase goods and services from Massachusetts companies, and hire Massachusetts people
- · Commonwealth IT goals
- Provides efficient and easily accessible services for all constituents
- Promotes open and transparent engagement with citizens of the Commonwealth
- Ensures accurate and timely data for policy making, service delivery, and results evaluation
- Manages project risk and complexity at a reasonable level
- · Secretariat/Branch/Agency priorities
- Aligns with priorities of sponsoring agency
- Is within ability of agency to execute based on capability and track record

These objectives were incorporated as part of the IT Task Force project database and are the recommended criteria for prioritizing projects. The IT Task Force used the criteria to develop a data driven process and tool to support their recommended process for an efficient, objective and fair prioritization of projects once the Federal Act is finalized.

In addition, objectives for the eHealth projects are:

- · Increased patient safety
- Enhance the quality of care
- Decrease costs

These objectives are completely aligned with the goals of the "Act to Promote Cost Containment, Transparency and Efficiency in the Delivery of Quality Health Care" signed by Governor Patrick in August 2008.

# Governor's Guiding Principles

Guiding Principle	Description	Proposed IT Projects Will	Proposed eHealth Projects Will
Invest for the Long Term	All projects under this program should have a long- term benefit in addition to the stimulus effect of putting people back to work now	Focus on 21st century     "smart" services and     processes     Make state government     more efficient, effective,     accessible, transparent,     and responsive for citizens     and businesses	Create a state-wide     Healthcare Data     Warehouse (HDW) to     enable collection of     data for use in     analyzing trends, case     management, and     reporting      Provide a technical     architecture that could     connect to a national     HIE
Limit Impact on Operating Budgets	Prefer investments that will reduce – or at least not add to – demands on the operating budget	Drive efficiency, and streamline operations     Reduce or limit increases to operating budgets over the long term	Provide data for health monitoring efforts and quality improvement programs that create cost efficiency opportunities for state and private payors  Reduce the occurrence and costs attributed to serious medication errors
Follow Established Infrastructure Priorities	Make choices based on the infrastructure recommendations recently approved at the Development Cabinet	Boost IT sector of Massachusetts economy	Boost both the IT and healthcare sectors of Massachusetts economy
Diversify	Subject to whatever constraints there may be in the federal legislation, prioritize projects for funding in a manner that ensures funds will be allocated across a variety of industries and geographic locations	Create "knowledge" jobs at all skill levels     Reduce digital divide and democratize access to government services for all citizens	Involve State health agencies, public health departments, CHCs, and a variety of public and not-for-profit health organizations  Inable health care organizations to isolate specific demographic pockets through analysis of community health data  Create geographically dispersed jobs

Guiding Principle	Description	Proposed IT Projects Will	Proposed eHealth Projects Will
Buy Massachusetts	To the extent possible, contract with Massachusetts contractors, purchase goods and services from Massachusetts companies, and hire Massachusetts people	Draw on services of many technology companies either headquartered or with strong presence in the Commonwealth	Draw on the large concentration of software and hardware vendors with AEHR, CPOE, and HIE applications located in the Commonwealth

## 4. "Shovel-Ready" Projects

The Task Force utilized one approach for the IT projects and another for eHealth projects; the Task Force recommends use of these approaches for prioritizing projects. Because of the number and variety of the IT projects, it was necessary to build consensus across the project sponsors to identify projects and develop a prioritization process that can be used at a later date to quickly prioritize the portfolio of IT projects in a way that is fair and objective. To that end, the Task Force created a standard tool and a scoring methodology that it recommends using to prioritize projects. The recommended prioritization process for eHealth projects evolved from the work of the MeHI, HHS, and eHealth thought leaders from across the Commonwealth.

#### IT Projects

The Task Force developed a process for obtaining project recommendations from all of state government and for evaluating each candidate project according to the key objectives described earlier. The Task Force believes that this process has resulted in a balanced portfolio of high-impact projects that address a mix of needs and satisfy the range of objectives listed in Section 3.

To aid in the evaluation and priority-setting process, the Task Force developed:

- A web-based survey instrument to gather project proposals and data from all agencies
- · A database to inventory projects and serve as a platform for analysis
- · A scoring tool and numerical scale to assess alignment with key objectives

With these tools, the Task Force employed a data-driven, functional and flexible methodology to validate that projects will meet the Federal Act, Commonwealth, and agency goals. This prioritization process was expedited by the unprecedented collaboration among the task force members. As a result, these projects are ready to be prioritized for implementation, and the Task Force recommends utilizing its approach.

See Appendix 2A – IT: Scoring System for IT Projects for a detailed overview of the scoring tool.

### eHealth Projects

Massachusetts has a wealth of thought leaders who have been collaborating to develop a Commonwealth-wide eHealth infrastructure. As a result, Massachusetts is uniquely positioned for eHealth innovation given health care reforms, the Chapter 305 of the Acts of 2008 legislation passed that created the governing body of the Massachusetts eHealth Institute, and the input from hospitals and other providers to implement these projects. These projects are indeed ready for execution and are able to quickly put funding to work, as it becomes available.

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The IT Task Force's eHealth recommendations are the collaborative result of analyses by the Massachusetts eHealth Institute (MeHI) and the Executive Office of Health and Human Services (EOHHS). These organizations are described briefly below.

- MeHI is a division of the Massachusetts Technology Collaborative that was created by the
  Massachusetts legislature in 2008 to advance the dissemination of health IT across the
  Commonwealth. It is designed to provide a mechanism for mobilizing the deployment of
  EHRs in all physician settings state-wide, that are to be networked through a state-wide
  health information exchange (S-HIE). MeHI provides a state-wide organization and
  framework to ensure that all EHRs meet standards for applications and interoperability.
- EOHHS, the largest Commonwealth secretariat, focuses on improving the lives of Massachusetts residents. EOHHS provides a variety of programs and services for children, adults, and the elderly. In addition, EOHHS pursues health care research as well as ways to improve the accessibility of health care services.

Each bringing their unique perspectives, MeHI and EOHHS developed joint recommendations to identify and accelerate the deployment of eHealth. This partnership also drew recommendations from many organizations with an eHealth focus in the Commonwealth, including:

- Massachusetts Health Data Consortium (MHDC);
- New England Healthcare EDI Network (NEHEN);
- · Massachusetts Simplifying Healthcare Among Regional Entities (MA-SHARE), and;
- Massachusetts eHealth Collaborative (MAeHC).

MeHI and EOHHS will jointly facilitate the interoperability of the projects selected; a critical factor in optimizing the value of each individual effort and the overall value of the Commonwealth's eHealth program.

## 5. Projects

## IT Projects

The IT project portfolio recommended by the Task Force comprises a vast array of initiatives across all branches and virtually all agencies of state government. Among these initiatives, there are important technology projects that will:

- Provide innovative services to citizens and businesses
- Enhance education, public safety, and economic development
- Connect disparate databases for more effective analysis, planning, and evaluation
- Streamline government operations

The following table summarizes the IT projects:

IT Project Summary			
Secretariat or Constitutional Office	Total Project Count	Total Federal Act Request (\$)	
Administration and Finance	42	\$296,758,226	
Education	14	\$166,310,000	
Energy and Environmental Affairs	37	\$78,885,000	

IT Project Summary				
Secretariat or Constitutional Office	Total Project Count	Total Federal Act Request (\$)		
Health and Human Services	31	\$101,981,028		
Housing and Economic Development	12	\$2,351,000		
Independent Offices and Commissions	5	\$6,500,000		
Judiciary	11	\$11,076,434		
Labor and Workforce Development	9	\$26,230,000		
Massachusetts District Attorney Association	3	\$1,315,000		
Office of the Comptroller	3	\$26,500,000		
Public Safety	9	\$185,150,000		
State Auditor	1	\$6,562,300		
Transportation and Public Works	15	\$64,310,000		
Treasurer and Receiver General	2	\$1,500,000		
TOTAL	194	\$975,428,988		

See the Project List for a detailed list of the projects.

Each project has a specific plan (captured in the IT Task Force database) that estimates both state worker and contractor job requirements. Additional contractor jobs will be created through the establishment of an outsourced Project Management Office (PMO) within ITD that will oversee project execution, monitoring, and reporting across all initiatives.

## eHealth Projects

The following four eHealth projects have been jointly selected by MeHI and EOHHS, and constitute the eHealth projects portfolio recommended by the IT Task Force:

- Ambulatory Electronic Health Record (AEHR) Deploy AEHR in 13,000 individual physician
  practices throughout the Commonwealth;
- Computerized Physician Order Entry (CPOE) Deploy CPOE systems in the 63 acute care
  hospitals throughout the Commonwealth that still do not have CPOE or one fully
  implemented:
- Community Health Centers (CHCs) In the Commonwealth, there are CHCs that do not have an EHR or one fully implemented. This project includes deploying an EHR in the 12 CHCs, as well as implementing a central clinical data repository (CDR) for the CHCs; and
- Health Information Exchange (HIE) In parallel with the general deployment of EHRs in the
  prior three care-delivery settings (individual physician practices, acute care hospitals, and
  CHCs), deploying a state-wide health information exchange (S-HIE) that will support the
  secure sharing of patient information among the care-delivery settings where new EHRs are
  being implemented and the care settings that already have EHRs. This project also includes
  the deployment of a state healthcare data warehouse (HDW) that will aggregate de-identified
  patient data for the purposes of bio-surveillance and quality/outcome measurement.

Individually, each project offers specific value to the State Legislature, government health agencies, care providers, and the people of Massachusetts. Combined, the four projects contribute a powerful

combination of benefits that will significantly assist the Commonwealth in achieving its goals of improved patient safety, reduced health care costs, and enhanced coordination of care.

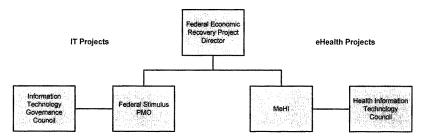
The following table summarizes the eHealth projects:

eHealth Projects			
Project	Total Project Count	Total Federal Act Request (\$)	
Ambulatory Electronic Health Records (AEHR)	1	\$340,000,000	
Computerized Physician Order Entry (CPOE)	1	\$125,000,000	
Community Health Center EHRs (CHC)	1	\$13,000,000	
State-level Health Information Exchange (S-HIE)	1	\$35,000,000	
TOTAL	4	\$513,000,000	

See the Project List for a detailed list of the projects.

## 6. Agency Staffing Plans

The oversight, governance and contract/vendor management for the final selected IT and eHealth projects will be managed by the Commonwealth. A clear governance structure can quickly be established to support monitoring and accountability of the IT and eHealth projects.



Effective Project Management includes implementing protocols, templates, and tools based on generally accepted best practices to standardize the project activities. There are many areas that will require oversight, including: governance, scope management, work plan and milestone management, risk management, issue management, quality management, communications, and reporting and financial performance management.

# IT Projects

The following table provides a summary snapshot of the staffing needs discussed in more detail throughout this section.



IT Projects			
Secretariat or Constitutional Office	Federally funded FTE Request Based on Agency Staffing Analysis		
Administration and Finance	245		
Education	79		
Energy and Environmental Affairs	106		
Health and Human Services	247		
Housing and Economic Development	14		
Independent Offices and Commissions	14		
Judiciary	9		
Labor and Workforce Development	31		
Massachusetts District Attorney Association	10		
Office of the Comptroller	47		
Public Safety	34		
State Auditor	10		
Transportation and Public Works	81		
Treasurer and Receiver General	4		
TOTAL	931		

Each IT project has a specific plan (captured in the IT Task Force database) that includes estimates of state workers that will be needed to support these projects. This number of internal agency jobs is a best estimate at this time and may include some reallocation of existing personnel.

# eHealth Projects

For the eHealth projects, MeHI will be adding a few resources to augment their current staff to strengthen the program management office. These additional resources are not expected to be funded through the Federal Act. At this time, EOHHS does not anticipate adding any staff as existing staff will be leveraged to support the four eHealth projects.

## 7. Barriers and Obstacles to Achieve Objectives

The IT Task Force identified five key challenges that will be addressed to ensure successful execution of the IT and eHealth projects:

- Lengthy recruitment and hiring process
- Fragmented and slow procurement process
- Ineffective project management
- Inadequate governance and oversight
- Resistance to technology and business process change

 The table below outlines the major obstacles anticipated and the corresponding mitigation strategies planned. A significant amount of planning and design work has already been accomplished, and most remediation strategies have already been completed or are under way. For this reason, the Task Force believes that these projects are truly "shovel-ready."

	Mitigation Strategy / Actions Required		
Barrier / Obstacle	Solution	IT Projects	eHealth Projects
Lengthy recruit- ment and hiring process	Streamline recruitment of qualified workers and contractors	Create centralized recruitment team and portal to develop candidate pool for agency-based projects  Optimize recruitment pipelines via partnerships with Year Up program and UMass  Develop streamlined on-boarding process to make new hires productive in less than two weeks of start date	Create processes to streamline hiring staff of implementing organizations     Ensure appropriate support is in place for a successful execution of projects
Fragmented and slow procurement process	Maximize economies of scale; streamline processes while preserving fair, open, and competitive procurement See the Procurement Taskforce Section for more details.	Create specialized Procurement Speed Teams  Develop RFQ and RFR templates to simplify and standardize the procurement process  Use established state contractors where possible to avoid lengthy RFR and contracting processes	Simplify procurement processes for implementing organizations     Leverage expedited procurement processes that will be established
Inadequate governance and oversight	Establish appropriate governance structures	Manage projects at the source, in sponsoring agencies     Establish overarching Project Management Office (PMO) to standardize management disciplines across projects (Note: RFQ for PMO already written)     Employ industry best-practices to monitor projects and hold project	Launch Health Information Technology Council as defined in C305 legislation. Create (and test) a PMO responsible for organizing and monitoring the eHealth projects procurement and implementation activities. Establish Data Governance structure that clearly articulates points of data

	Mitigation Strategy / Actions Required		
Barrier / Obstacle	Solution	IT Projects	eHealth Projects
		managers accountable  Convene broad-based oversight/governance group that builds on the success of the Task Force	transmission.  Establish a data exchange partnership among stakeholders to nurture "a chain of trust" relationship among the key groups
Resistance to technology and business process change	Institute an effective change management process	Establish clear vision to obtain stakeholder buy-in during planning and implementation of projects     Provide training and change management tools to facilitate the transition of end users to new systems and business processes	Conduct outreach and communication strategies  Educate healthcare practitioners on the benefits of the proposed projects and foster cultural sensitization  Develop change management plans focused on communicating to physicians how they will integrate the new technology, and clearly communicate expectations about the initiative.

## 8. Metrics for Measuring Success

Each individual project has specific milestones and measures of success, as recorded in the IT project database. In addition, success shall be further ensured by:

- Coordinating all IT and eHealth project work with the Federal Economic Recovery Project Director.
- Making all work transparent and accountable; plans are in place to create an open, webbased "dashboard" to show progress throughout the project implementation process,
- Establishing a professional Project Management Office to support and to monitor all initiatives across the entire portfolio of projects, and;
- Using the governance structures already in place via the eHealth Institute and the Health Information Technology Council to have oversight of the projects and to approve plans for the eHealth Projects.

# The importance of investing in Information Technology and eHealth Projects

The Federal Act offers a unique opportunity for the Commonwealth to make unprecedented investments in the future through its IT and eHealth infrastructure. The projects put forth by the IT Task Force not only fulfill the stimulus objective of creating immediate jobs that will boost the state's economy, but they also offer long-term and profound impacts on the quality of state government, on the lives and health of our citizens, and on the economic development of the Commonwealth. These projects should be adapted to the greatest extent possible consistent with the final parameters of the Federal Act.<sup>3</sup>

<sup>&</sup>lt;sup>3</sup> As the Federal Act is finalized, the governing structure of the IT projects may need to be reconsidered. Additionally, the eHealth projects may need to be restructured to align with the requirements outlined to qualify for more funding.

## **Municipal Task Force**

#### 1. Introduction

Cities and towns play an essential role in the administration of government services, distribution of state money and in fostering broad ranging economic growth. Many of the most essential services, schools, water and energy, are administered at the local level. For these reasons, the Municipal Facilities Task Force is a critical part of the overall, Commonwealth-wide effort resulting from the Federal Act.

Recognizing the unique importance municipal success plays in the Commonwealth's stability, the Municipal Facilities Task Force contacted cities and towns and requested ready-to-go municipal projects that might be eligible for federal funding under the Federal Act. To this end, and in an effort to give municipalities a voice in the planning process for the potential federal funds, the Municipal Facilities Task Force e-mailed mayors, city and town managers in all 351 cities and towns across the Commonwealth. This e-mail requested that cities and towns review the needs of their community and determine whether or not they have projects that might be eligible for funding. The e-mail mentioned projects such as wastewater plants, water plants, public safety facilities, libraries, city and town halls/buildings, and recreation facilities, but did not limit the responses to just these types of projects. In addition, the e-mail informed cities and towns that any submissions to the Municipal Facilities Task Force that did not fall into our purview would be distributed to the other task forces at the appropriate time. Because the Task Force did not know the exact Federal criteria for the type of projects that may qualify and those that may not at the time of our request, the only restrictions the Task Force gave municipalities were that the projects must be "shovel-ready" within 180 days (of enactment of the Federal Act) and completed within two years.

In response to the e-mail, the Task Force received over 4,600 project submissions totaling more than \$16 billion dollars from almost every city and town in Massachusetts. These requests ranged from projects that cost a few thousand dollars and create a few jobs to multi-million dollar projects that would create hundreds of jobs. This exercise has highlighted just how much funding cities and towns need in order to address their capital challenges.

### 2. Members

The Municipal Facilities Task Force consisted predominantly of local elected officials from across the Commonwealth, but it also included representatives from the State Senate and the State House of Representatives, town managers, staff from the Massachusetts Municipal Association and a few Administration employees who work with cities and towns in their professional capacity.

Name	Title	Agency / Organization
Murray, Timothy	Lt. Governor, Task Force Chair	Commonwealth of Massachusetts
Baier, David	Legislative Director	Massachusetts Municipal Assoc.
Belanger, Doug	Selectman	Town of Leicester
Brennan, Timothy	President	MA Association of Planning Orgs.
Carr, Ted	Selectman	Town of Cohasset
Curtatone, Joseph	Mayor	City of Somerville
Dolan, Robert	Mayor	City of Melrose
Donato, Paul	Representative	House of Representatives

Name	Title	Agency / Organization
Dumas, Kevin	Mayor	City of Attleboro
Dunlavy, Linda	Executive Director	Franklin Regional Council of Governments
Gaumond Jr., Leon	Town Administrator	Town of West Boylston
Haas, Glenn	Assistant Commissioner	Dept. of Environmental Protection
Higgins, Mary Clare	Mayor	City of Northampton
Jordan, Scott	Executive Director	Water Pollution Abatement Trust
Laskey, Fred	Executive Director	MA Water Resources Authority
McCurdy, Steven	Manager, State Revolving Fund Program	Massachusetts Department of Environmental Protection
Nunes, Robert	Deputy Commissioner	Department of Revenue, Division of Local Services
Nutting, Jeffrey	President	Massachusetts Municipal Assoc.
Ruberto, James	Mayor	City of Pittsfield
Robertson, John	Deputy Director	Massachusetts Municipal Assoc.
Rosenberg, Stanley	Senator	MA State Senate
Scanlon, William	Мауог	City of Beverly
Siegal, Dina	Deputy Director, Mayor's Office of Intergovernmental Relations	City of Boston
Sullivan, Richard	Commissioner	Dept. of Conservation and Rec.
Tobey, Bruce	Past President	Massachusetts Municipal Assoc.
Valente, Maureen	President	MA. Municipal Managers Association/Sudbury
Vanderhoef, Sheila	Town Administrator	Town of Eastham

# 3. Key Objectives for the Municipal Facilities Task Force

The Patrick-Murray Administration considers local elected officials and other municipal representatives partners in all of their efforts to improve the Commonwealth and the lives of Massachusetts residents. With this in mind, the Task Force set out to gather projects relating to the critical services cities and towns provide to Massachusetts residents on a daily basis, recognizing that municipalities are as, if not more, impacted by our current fiscal challenges as the Commonwealth and federal governments.

In collecting information about projects, the Task Force sought to determine the breadth and depth of ready-to-go efforts underway and needed at the local level. The high volume of responses to our request for projects underscores the intense immediate need in municipalities. This effort made clear not only the fact that municipalities face great challenges regarding their water, public works, roads and public safety projects, but also the fact that cities and towns are centers of innovation in the Commonwealth as many projects were forward looking regarding energy, information technology, and economic development programs.

#### Governor's Guiding Principles

The majority of the projects that were submitted to the Municipal Task Force align with one or more of the Governor's Guiding Principles. In addition to the volume of projects, the projects reviewed by the Municipal Facilities Task Force are different than those reviewed in other task forces in their scale and administration. Many cities and towns submitted deferred maintenance projects. Rather than large programmatic initiatives, they are looking to fill lingering and immediate needs, some of which will create many jobs, while others create very few. It is the belief of the Municipal Facilities Task Force that these projects are no less important because of their smaller scale, and in fact, many of them enhance the ability to provide the geographic diversity of spending that might not result from the projects submitted by other task forces.

Guiding Principles	Description
Invest for the Long Term	Municipal projects are by nature a long term investment because the funding will address critical infrastructure needs now and allow the city or town to avoid worsening structures that will cost more to repair and possibly allow them to avoid a property tax increase to pay for these critical projects.
Limit Impact on Operating Budgets	Cities and towns are very sensitive to adding cost to their operating budgets and successfully developed project proposals that have little or no impact on operating budgets.
Follow Established Infrastructure Priorities	All of the projects received accomplish one or more of the Development Cabinet's priorities of job creation, promotion of clean energy use, development in Gateway cities, etc.
Diversify	Funding a wide range of municipal projects across the Commonwealth will ensure that funds will be allocated across a variety of industries and geographic locations.
Buy Massachusetts	To the extent possible, cities and towns have expressed the desire to contract with Massachusetts contractors, purchase goods and services from Massachusetts companies, and hire Massachusetts people.

## Task Force Guiding Principles and Objectives

The Municipal Facilities Task Force understand that the Federal Act will not allow the Commonwealth to fund all of the projects submissions the Task Force received and is particularly focused on rapid job creation. Each of these projects is important to the jurisdiction from which it came and many have benefits to expand at the regional and even Commonwealth level. As the Federal Act further defines readiness and criteria for selection, the Task Force anticipates a need to review the list to ensure that all of the projects meet the 180-day "shovel-ready" and other federal requirements.

Although the Municipal Task Force has not prioritized projects, the Task Force agreed on a number of criteria that should be considered when prioritization takes place. The criteria are as follows:

Guiding Principles and Objectives	Description
Shovel-Ready in 180 Days	Construction is able to begin 180 days from enactment of the Federal Act. Expected enactment—mid-February. Design and permitting need to be complete at this time or at least far enough along that it allows for construction to begin.

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Guiding Principles and Objectives	Description
Promotes Regionalization	<ul> <li>Acknowledging the tremendous work already conducted though the Gateway Cities and other regional development programs, projects that enhance regional goals are highly regarded.</li> </ul>
Involves a Range of Trades/Industries	<ul> <li>In an effort to ensure workforce coverage, projects that call for a diverse range of workforce needs should be promoted.</li> </ul>
Earmarked in a Bond Bill	<ul> <li>The Legislature and Administrative branches have already reviewed and prioritized projects within the 7 bond bills. This criterion should be used after a project passes all of the other criteria.</li> </ul>
Leverages Other Sources of Funding	If the Federal Act calls for a match, this criterion should be used.
Creates Jobs	Other than the 180-day requirement, the creation of jobs is the most critical criteria. The more jobs, the better. If all of the requested projects were funded, the Task Force estimates that between 135,000 and 210,000 jobs would be created.
Commonwealth Capital Score	Because SmartGrowth and other urban development/land use goals are important to the sustainable growth of the Commonwealth, measures such as the Commonwealth Capital score are an important criteria guiding our taskforce.

### 4. "Shovel-Ready" Projects

Due to the high number of submissions the Municipal Task Force received, the Task Force has not prioritized projects. Instead, the Task Force categorized them by municipality. The Task Force also provided projects that fall under the jurisdiction of other task forces to those groups for consideration. In terms of projects outside of the jurisdiction of the Municipal Task Force, many will be forwarded on to the Transportation Task Force. The remaining non-municipal projects are divided up mainly between the Energy and Educational Facilities Task Forces. For ease of tracking and for the purposes of this report, projects submitted to the Municipal Task Force that fall under the jurisdiction of another taskforce, will be maintained in Municipal Task Force project list. During the process of future prioritization, projects falling under the jurisdictions of other task forces will be prioritized within those task force lists, while projects subject to the purview of the Municipal Facilities Task Force only will be prioritized in the Municipal Facilities Project List.

The House version of the Federal Act shows funding flowing through already-established funding formulas at the state and federal levels, meaning that already established criteria will be used to distribute this additional funding. Unfortunately, if the final version of the bill resembles the version approved by the House Appropriations Committee January 21, 2009, a flexible pool of funding may not be available for projects that fall outside of existing state or federal programs and funding channels. The Task Force received hundreds of project requests for construction or rehabilitative work on city and town buildings that would go unfunded under the current bill. This is of great concern to the Municipal Facilities Task Force and as a result the Task Force recommends additional flexible funding be made available.

If flexible funds are indeed made available, the Task Force will use the guiding principles described above to prioritize projects. Projects will first have to meet the federal criteria and then the Governor's Guiding Principles. Finally, the Municipal Task Force's criteria will be applied. The last part of the criteria will be to consider geographic diversity and inclusion in a bond bill.

For the projects that fall specifically in the Municipal project list, the Task Force categorized projects by type:

- · City or town buildings
- Library
- Municipal garages
- · Nursing Homes
- Other/Dredging
- Public safety
- Recreation
- Wastewater/Water/Sewer

Almost half of the municipal projects the Task Force received fall into the wastewater/water/sewer category. When it is time to prioritize, projects should be judged within their category and not cross-category. Again, this should take place if there is funding available for these types of projects.

The Municipal Task Force recommends that projects be selected in the most fair and equitable way possible. The Task Force is concerned that certain communities that do not have ready-to-go projects sitting on the shelf, but with as much need as other communities, will miss out on federal funds. Certainly, the Task Force promotes regional geographic diversity, but the issue of equity and fairness is more than that. That said, the Task Force acknowledges the need to see the final bill to determine how to best achieve this within the guidelines of the Federal Act.

It is important to note the challenges the Task Force had in collecting and organizing information received from municipalities. In our effort to move quickly before the Federal Act was filed, the Task Force contacted municipalities and casted a wide net to bring in any project that might fit the guidelines of the anticipated bill. This resulted in the submission of over 4,600 projects that were submitted in different formats (Word documents, Excel spreadsheets, PDF files) that the Task Force continues to organize. The Task Force developed a computer code that could read the word documents submitted and automatically enter the information from specified fields into an Excel spreadsheet. While certainly a helpful tool, it is still imperfect. The list of projects represents what this process could extract so the Task Force does expect some potential omissions. For this reason and in an effort to better understand municipal priorities, the Task Force emailed the cities and towns to request that they prioritize their top 3 projects and prepare to provide us with additional information that the Task Force now knows it needs considering the guidelines of the Federal Act. The Task Force has made clear that all of submitted projects will be considered regardless of their priority status, but it will be useful for to see what the municipalities' highest priorities are given the volume of submissions. In this e-mail the Task Force stressed the need for projects to be "shovel-ready" within 180-days, as well as the federal request that these projects create jobs. Additional vetting must be done to determine what projects meet these two basic criteria. The Task Force will go back to cities and towns to retrieve this information once we determine what funding is available for municipal projects outside of the already established formulas.

### 5. Agency Staffing Plans

By its nature, projects that are funded will require administrative and project support at the local and state levels. It is not a question of whether or not municipalities and state agencies will need support, but rather how much. It is becoming clear that programs like the State Revolving Fund (SRF) may

<sup>&</sup>lt;sup>4</sup> See Section I – Executive Summary for an explanation of the job creation methodology used by the Municipal Task Force.

need additional resources if they are asked to reach out to cities and towns to request more projects to fund with the stimulus funding. It is not fully apparent whether they will need to do so, but we should be prepared to support the SRF. Demands on the SRF also potentially impose demands on the Water Pollution Abatement Trust; the trust anticipates almost a 50% increase in applications as a result of projects submitted to the Municipal Task Force.

In terms of managing the funding from the Federal Act that affects municipalities, funds that flow through already established formulas and programs will have a minimal impact on state agencies. If there are funds that need to be administered outside of already established programs, the burden on state agencies will increase.

Beyond administration, it is clear that there will be an influx in permitting requests at both the local and state level. The Department of Environmental Protection (DEP), anticipates an enormous influx of permitting requests, which if "use it or lose it" provisions apply, may require particularly expeditious processing. It is the understanding of this task force that the demands on DEP have been discussed and plans developed under the supervision of the Permitting, Workforce, and other cross-cutting task forces, and are sufficiently addressed elsewhere in this report.

Finally, depending on how much funding is distributed to cities and towns and in what manner, cities and towns may need assistance in administering the funds or permitting to get projects started at the requested time.

# 6. Barriers and Obstacles to Achieve Objectives

As described elsewhere in this report, the administration of municipal projects is unique. Some of these unique features may create barriers when an abnormally large volume of projects is introduced into what are normally streamlined and fairly constrained channels. Such barriers are described in greater detail in the table below.

Barrier / Obstacle	Mitigation Strategy / Actions Required
State Revolving Fund—need legislation to accommodate more flexible subsidies in federal bill	The Water Pollution Abatement Trust and MassDEP have prepared corrective legislation for filing. Projects will need to be on the SRF Priority Lists and MassDEP is working with USEPA on necessary fine tuning to the Priority Lists that MassDEP is in the process of evaluating.
Permitting (Local and State)	Working with Permitting Task Force to address this issue.
Private Workforce Needs	Working with Workforce Task Force to address this issue. The Municipal Task Force recommends making an effort to select projects that employ a diverse range of workers so we can spread out the employment opportunities among the trades.
Town Approval Process	<ul> <li>Municipalities have different mechanisms for approving projects or spending. Towns in particular have a difficult time because they may have to bring the project before town meeting to get it approved.</li> </ul>
Favoring of Certain Municipalities	<ul> <li>Again, towns and smaller cities may be disadvantaged because they have fewer "shovel-ready" projects on the shelf. To address this, we have made geographic diversity a factor in the prioritization process.</li> </ul>

For more information on Permitting, Procurement and Workforce, please see Section III, Cross-Cutting Task Force Overview.

## 7. Metrics for Measuring Success

### Metrics

There are a number of ways the Municipal Task Force anticipates measuring success. In general, these measures relate to the criteria used for prioritizing and selecting projects in the first place. Additionally, many of the federal and state channels anticipated to designate and control funding contain existing provisions for measuring success. The Task Force anticipates that in addition to the specific measures described below, additional federal and state metrics will be applied to measure project effectiveness as well.

Metric	Description	Method for Monitoring/Measurement
Geographic Diversity	Projects spread throughout the Commonwealth.	Evaluating the number of projects funded through the Federal Act and where they are located.
Funding Released in a Timely Manner	The Commonwealth, when appropriate, will have to disseminate this funding and should do so in a timely manner that allows cities and towns to start work on time.	This will depend greatly on the final bill and what guidelines are given to the states.
Project Started on Time	The project is started within 180 days of enactment of the Federal Act.	Evaluate when projects received money and when they break ground.
Project Completed on Time	Projects must be completed in 2 years of their start date.	Measure whether projects are completed within 2 years. Projects should be completed by 2011.
Project Completed within Budget	Additional state money will not be available to municipalities if they go over budget	Program staff will work with municipalities to help keep projects on track and on budget
Number of Jobs Created	The primary goal of the Federal Act is to create jobs—the more the better.	Request information from cities and towns about expected and actual employment both short and long term.

## **Private Development Task Force**

#### 1. Introduction

The charge of the Private Development Task Force has been to identify public investment opportunities that directly support private economic development activity.

The Task Force membership included: (1) representatives of the Administration and of the Legislature associated with housing and economic development; (2) representatives of the Commonwealth's quasi-public agencies associated with housing and economic development; and (3) private sector representatives. including trade and industry group representatives.

After several meetings, the Task Force recommends project-specific public investments that total \$1.593 billion in the following areas<sup>5</sup>:

- Traditional public infrastructure projects in locations supporting planned commercial/residential private development
- Affordable housing developments unable to proceed due to lack of tax credit investors or other financing gaps

The Task Force also recommends programmatic public investments of \$1.979<sup>6</sup> billion in the following areas:

- 1. Broadband Connectivity Funding
- 2. Renewable Energy in Private Buildings Funding
- 3. MassDevelopment Non-Profit Facilities Fund
- 4. MassDevelopment General Business Viability Fund
- 5. MassInvest Micro-Loan and Small Business Lending Retention Fund
- 6. Life Sciences Center Funding
- 7. Clean Energy Center Funding
- 8. Recapitalization of John Adams Innovation Institute
- 9. Foreclosed Properties Rehabilitation Fund

Given the charge of the Private Development Task Force, and the time constraints of the exercise, the primary objective of the Task Force was to systematically identify possible projects and programs that would effectively support private economic development activity. Because of the unique charge of the Private Development Task Force, many nominations for projects were made by parties who were not themselves the project proponents. For this reason, much of the information expected to be collected through the Task Force exercise was not immediately available.

The Task Force is highly confident that the exercise has generated a comprehensive listing of the projects and programs that should be further examined for their effectiveness in supporting private economic development activity. The members of the Task Force have been actively engaged in the process and strongly desire to continue to participate in the next step in the process, which for this Task Force will be to systematically and consistently apply development readiness and prioritization criteria to the nominated projects.

<sup>&</sup>lt;sup>5</sup> In addition, the Task Force received 189 additional project submissions totaling \$1.603 billion.

<sup>&</sup>lt;sup>6</sup> The \$1.979 billion in programmatic public investments is not included on the *Project List* and the total dollars for these programs are not included in the Total Federal Act Request with the *Executive Summary*, which only includes projects.

## 2. Members

Name	Title	Agency / Organization
O'Connell, Daniel	Secretary; Task Force Chair	Executive Office of Housing & Economic Development
Anderson-Lamoureux, April	Director & State Permitting Ombudsman	MA Permit Regulatory Office
Arce, Pedro	President & CEO	Veritas Bank
Begelfer, David	CEO	National Association of Industrial & Office Properties – MA Chapter
Bialecki, Gregory	Undersecretary	Department of Business Development
Bickerton, Robert	Associate Education Commissioner	Executive Office of Education
Boronski-Burack, Debra	President	MA Chamber of Business & Industry
Bosley, Daniel	Representative	MA House of Representatives
Brooks, Tina	Undersecretary	Department of Housing & Community Development
Cloney, Patrick	Executive Director	MA Office of Business Development
Cotter, Kevin	Business Manager	Local 12 Plumbers Union
Crane, Daniel	Undersecretary	Office of Consumer Affairs and Business Regulation
Culver, Bob	President & CEO	MassDevelopment
d'Aberloff, Nick	President	NE Clean Energy Council
Doherty, Richard	President	Association of Independent Colleges and Universities in MA
Dougherty, Terry	Assistant Secretary for Finance & Fiscal Policy	Executive Office of Health & Human Services
Draisen, Mark	Executive Director	Metropolitan Area Planning Council
Erlich, Mark	Senior Assistant Administrator/ Organizing Director	NE Regional Council of Carpenters
Gleason, Tom	Director	MassHousing Authority
Guidice, Phil	Commissioner	Division of Energy Resources
Haynes, Bob	President	AFL-CIO of MA
Homer, Ron	President	Access Capital Strategies

Name	Title	Agency / Organization
Houston, Susan	Executive Director	MA Alliance for Economic Development
Hunter, Michael	Director, Business Resource Team	Department of Business Development
Jamele, Bryan	Policy Advisor	Executive Office of Housing & Economic Development
Linde, Ed	CEO	Boston Properties
McGee, Stan	Assistant Secretary for Policy & Planning	Executive Office of Housing & Economic Development
Mullan, Jeff	coo	Executive Office of Transportation & Public Works
Nakajima, Eric	Senior Policy Advisor	Executive Office of Housing & Economic Development
Noel, George	Director	Department of Labor
Porter, Andre	Executive Director	Office of Small Business & Entrepreneurship
Richards, Lowell	Director of Port Planning & Development	MassPort
Robertson, Jeff	Deputy Director	MA Municipal Association
Silva, Edith	Executive Director	State Office of Minority & Women Business Assistance
Smith, Rob	Director of Policy & Planning	Executive Office of Labor & Workforce Development
Wall, Betsy	Executive Director	MA Office of Travel & Tourism
Walsh, Melissa	C00	MA Life Sciences Center
Warwick, Kyle	Managing Director – Investment Development	Jones Lang LaSalle
Windham-Bannister, Susan	President & CEO	MA Life Sciences Center
Ziegler, Clark	Director	MA Housing Partnership

# 3. Key Objectives for the Private Development Task Force

Public investments in support of private economic development activity offer a unique opportunity to provide a direct economic stimulus and to have an indirect multiplier effect by: (a) in some cases, immediately triggering other private construction activity undertaken with private funds, (b) in other cases, preparing locations for private construction activity at the earliest possible time on the upside of the economic cycle, and (c) in all cases, addressing critical impediments to long-term private economic development activity in the Commonwealth.

All of the project areas and programs recommended by the Task Force align with the five basic principles outlined by Governor Patrick in his directions for mobilization. Further information on how such alignment is achieved is contained in the specific descriptions of the project areas and programs.

Since the priority principles established by the Development Cabinet (see *Appendix* 1 for a list of these priorities) directly relate to the recommended public investment in traditional public infrastructure, those are considered by the Task Force as the guiding principles for this project area, without the need for additional criteria.

For the other recommended project areas and programs, the Task Force recommends additional criteria as well, as further outlined in the specific descriptions of the project areas and programs.

### **Governor's Guiding Principles**

The following describes how the recommended projects align with the Guiding Principles outlined by Governor Patrick:

Guiding Principles	Description	
Invest for the Long Term	All recommended projects will qualify as long-term investments in that they will increase long-term job growth or housing growth in the Commonwealth.	
Limit Impact on Operating Budgets	All recommended projects will either be operated and maintained within the anticipated operating budgets of the public project proponents or will be privately maintained.	
Follow Established Infrastructure Priorities	All recommended projects will be scored in accordance with these priorities and will meet the standard established by the Development Cabinet.	
Diversify	The recommended projects will be prioritized to assure industry and geographic diversity.	
Buy Massachusetts	This principle will be followed to the extent allowable.	

## Task Force Guiding Principles and Criteria

Guiding Principles and Criteria	Description	
Maximize Immediate Employment Opportunities	Among otherwise equally qualified and prioritized projects, prefer projects that create the maximum amount of immediate employment opportunities	
Maximize Housing Unit Creation	Among otherwise equally qualified and prioritized housing projects, prefer projects that create the maximum number of housing units	
Maximize Private Funding Leverage	Among otherwise equally qualified and prioritized projects, prefer projects that leverage the maximum amount of other public/private funding	

#### 4. "Shovel-Ready" Projects

As noted above, the Task Force has not prioritized the projects using the objectives described above. The intended process from here is as follows:

- A. Determine for each project whether there is a ready, willing and able project proponent.
- B. If so, determine for each project whether it has been fully designed and permitted and whether all needed site control/right of way has been acquired (or whether these steps could be completed within 90 days).
- C. If so, determine for each project whether it meets the infrastructure priority standard established by the Development Cabinet.
- D. If so, prioritize projects based on the additional Task Force criteria.

## 5. Projects

### **Projects**

For a detailed list of projects provided by the Private Development Task Force please see Section IV — Project List.

#### **Program Initiatives**

1) Broadband Connectivity Funding - \$200 million

Overview

Increased broadband availability will enhance the Commonwealth's competitive position in vital sectors of the economy and improve the health, safety, education, and quality of life for the citizens of Massachusetts. Broadband access has a proven track record of stimulating economic growth, creating jobs, and increasing property values and tax receipts. Under the leadership of the Massachusetts Broadband Institute (the "Broadband Institute"), strategic and targeted public investments in broadband infrastructure will be made with the objective of ensuring that broadband service is available to all currently unserved and underserved citizens in the Commonwealth.

We believe that, with the \$40 million in state bond funds to pursue public-private partnerships, the Broadband Institute will be able to accomplish the directives of the Governor and the Legislature to bring affordable, robust and ubiquitous broadband to Massachusetts citizens in areas where the digital divide is greatest.

However, additional federal funding, will allow the Broadband Institute to go beyond the
executive and legislative directives to accomplish even more, and in a shorter time period.

## Federal Funding

The Broadband Institute is mobilized to invest \$200 million to ensure world-class high-speed Internet access for all unserved citizens as well as expand existing capacity for underserved citizens in the Commonwealth

With ever increasing capital constraints in all sectors of the economy due to the global
economic crisis, including in the telecommunications sector, complementary federal funding
will help to further condition the market for broadband infrastructure deployment and make
the public-private partnership model more attractive to potential private partners, large and

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small, thereby stimulating increased investment in advanced telecommunications services to those areas of Massachusetts desperately in need.

Additional federal funding available for broadband would permit us to lay a lasting foundation for the future by ensuring that funds are spent on world-class, future-proof infrastructure. We are currently working to identify every Massachusetts household that cannot access broadband at any speed. An average of \$3,000 per unserved household would enable deployment of the most future-proof broadband access technologies to unserved households in the Commonwealth. Additional funds would be needed to upgrade other portions of the network, such as statewide backbones and fiber optic cabling connecting unserved areas to major urban centers, to the same future-proof, world-class standard

#### Scope and Types of Projects

In preparing for the potential availability of federal funds, the Broadband Institute has already identified a number of "shovel-ready" projects and is working hard to determine where additional federal funding could be most effectively utilized to solve the problem.

As an illustrative project, the Massachusetts Highway Department recently announced that they will be deploying conduits along Interstate 91 and Interstate 291 as part of a \$30 million investment in a high-tech system that will monitor traffic conditions along both corridors and serve as an important homeland security tool for the Commonwealth. Recognizing the synergy between the installation of the high-tech system and the Broadband Institute's mission, the Broadband Institute is prepared to target investment for the pulling of a publicly-owned 288 count fiber optic cable within existing conduit along Interstate 91. This build would be one component of a larger fiber optic backbone ring that would bring broadband to unserved citizens in western Massachusetts and lay the foundation for broadband expansion throughout the Commonwealth. With the same 288 count fiber, a similar investment could be made on Interstate 90, from Springfield to the New York border. Total projected cost for both projects would be \$4.25 million.

In addition, availability of federal funds would allow the Broadband Institute to implement many of the project proposals that we received through our recently completed "Call for Solutions" process – the equivalent of a Request for Information, or RFI. Through this process, the Broadband Institute has identified a number of thoughtful and feasible proposals. While a number of those proposals can be executed with the use of state funds available via bonds, other proposals require resources that currently do not exist. For example, federal funding would allow the Broadband Institute to target additional investments above and beyond its current capacity, including the deployment of a more complete fiber-to-the-town solution for unserved and underserved areas of the Commonwealth. The total projected cost for this project is \$45 million.

### Jobs & Local Multiplier Effect

In keeping with the goals of the Administration's infrastructure priority requirements, complementary federal funding for broadband infrastructure deployment would not only benefit the public health, safety and welfare, but it would create thousands of jobs for our citizens and stimulate economic development in rural areas of the Commonwealth. The Communications Workers of America estimate that every \$5 billion invested in broadband infrastructure will create approximately 100,000 jobs directly in the telecommunications, information technology and computer sectors. According to the Department of Commerce, communities with broadband added one percentage point to the employment growth rate, 0.5% to the growth of business establishments and 0.5% to the share of IT establishments.

## 2) Renewable Energy in Private Buildings Funding - \$34 million

The Task Force recommends an investment of \$34 million in 2009-2010, matching the existing state commitment under the Commonwealth Solar program, to be used to expand the existing rebate

program and/or increase the rebate per project, as is determined by the Commissioner of DOER to most effectively promote the use of solar energy in private buildings.

#### 3) MassDevelopment Non-Profit Facilities Fund - \$1.245 billion

Non-profits contribute significantly to the Massachusetts economy, employing more than 420,000 people and representing more than 13% of the workforce. They employ more people than most industries in the state, including government. The nearly 25,000 non-profit organizations contribute close to \$50 billion to local communities throughout the state each year, through salaries, purchases of goods and services, and other expenditures. In recent years, the number of jobs in the non-profit sector has grown, while overall employment in the state has not.

The support of this sector is critical to the economic well-being of Massachusetts. The recent turbulence in the capital markets, coupled with declining revenues and endowment losses, have resulted in the postponement of \$5 billion of capital projects as identified by recent surveys conducted by MassDevelopment, HEFA, the Massachusetts Hospital Association, the Association of Independent Colleges and Universities in Massachusetts, and the Massachusetts Cultural Council. The table below breaks down the amounts and estimated one year FTEs by specific sector:

Area	Project Cost *	Number of Projects
Higher Education	\$1,527,037,000	67
Cultural Facilities	\$682,940,891	72
Healthcare	\$2,771,218,581	198
TOTAL	\$4,981,196,472	337

These projects are not included in the list of Private Development projects, these projects are within the MassDevelopment Non-Profit Facilities Fund program.

The recommendation is to conservatively address this need by creating a fund equal to one-quarter of this identified demand, or \$1.245 billion.

The Non-Profit Fund's primary product offering will be a patient, low-cost subordinated loan that would be forgivable at a future date if the institution did not achieve certain financial ratios. The forgiveness feature would eliminate the risks of rating downgrades, defaults, and bankruptcy that are associated with taking on conventional debt if revenues do not improve and endowments do not recover. The Fund would favor those projects that can break ground the soonest and that have the highest number of permanent jobs (as opposed to construction jobs) associated with the finished project per dollar lent. Demand for this product will likely be greater than its availability, and MassDevelopment will seek to leverage its use with conventional debt to the extent that institutions are willing and able to access the credit markets. The three Fund components are outlined in the Addendum.

## 4) MassDevelopment General Business Viability Fund - \$280 million

In the past quarter, MassDevelopment and other state agencies have received numerous requests for working capital loans from businesses whose needs are not met by private banks either because the businesses are experiencing losses because of the economic slowdown, or because the banks are imposing tighter credit standards than they have in the past and reducing advance rates. The continuation of this trend would cause job losses and lack of growth by businesses that are otherwise viable and would weather the recession if they did not lack working capital.

The FDIC reported that commercial and industrial loans outstanding with Massachusetts banks totaled \$5.6 billion on September 30, 2008. This figure represented an increase of \$.6 billion over the previous year. In a declining economy, much of this increase would have come from businesses tapping their unused lines of credit to cover increased inventory and lower revenues as evidenced by

a nearly 7% decrease the aggregate amount of untapped lines of credit at 180 Massachusetts banks. A 5% reduction (the amount of C&I loans advanced by banks) would equate to a \$280 million financing gap by businesses currently receiving financing from Massachusetts banks.

The Business Viability Loan Fund would plug this gap by providing subordinate loans and loan guarantees for working capital loans, leveraging private capital to the fullest extent possible. Priority would be given to those businesses that have the highest employment per loan dollar and that have the best long-term prospects for viability. Most of the job benefits would come from the retention of existing jobs by viable businesses that would otherwise be forced to downsize or liquidate during the recession. Preserving these jobs would be more cost effective and less disruptive to the economy than allowing them to be lost and then having to create new jobs elsewhere.

### 5) MassInvest - Micro-Loan and Small Business Lending Retention Fund - \$50 million

The Fund would be a \$50 million financing vehicle to fuel the growth of the Emerging Domestic Market (EDM). Emerging Domestic Markets are defined as people, places, or business enterprises with growth potential that face capital constraints due to systemic undervaluation as a result of imperfect market information and conditions. The market segment represents small and medium sized businesses, minority and women-owned businesses, urban and rural communities, and companies that serve low-to-moderate-income populations.

- 89% of all U.S. businesses have less than \$1 million in annual sales; 81% have less than \$1 million in revenues; and 14% have \$1-5 million in revenues
- · 46% of all small businesses use personal payment cards as a financing source
- 25% of all EDM businesses are growing faster than national rate for all small businesses and account for 27% of all U.S. businesses
- 26% of US firms are women-owned, yet these businesses received 5% of venture capital investments
- 15% of US firms are minority-owned, yet they received less than 2% of venture capital investments
- 19% of US businesses are located in rural areas, yet they received less than 2% of venture capital investments.

The US Census Bureau's 2006 statistics indicates that Massachusetts has 125,045 EDM businesses that report a payroll, representing 86.3% of all such firms. This figure excludes the state's estimated 500,000+/- sole-proprietorships. The SBA reports that EDM's have created 60 to 80% of the net new jobs since the mid-1990s. During the current economic downturn, retaining businesses in this market segment is very important as they will continue to be a key component of the Commonwealth's economic engine.

#### **Current Market Segment Conditions**

The current poor state of the U.S. economy is a challenge for small firms seeking financing. Bank lending is off 30 percent from last year due to the credit crunch, resulting in a general concern about lending to small businesses. According to the "Small Business Economic Outlook" conducted by the Congressional Small Business Committee, lending standards have tightened considerably reflecting the lowest supply of credit for small firms in Federal Reserve history. In The Federal Reserve's Senior Loan Officer Survey over 65% respondents reported tighter credit standards on commercial and industrial loans, with over 66% bank officers reporting tighter credit standards on credit cards, compared to just 32% in the previous survey. Furthermore, the drop in housing prices has meant a fall in collateral for new and small firms seeking funding. In order to better assist small businesses and help them to survive the current economic downturn and resulting credit crunch, new financing products that supplement the current offerings need to be considered.

Market research, trend analysis and national policy forums have revealed that EDM segments have sophisticated financing needs and a desire to grow. The EDM is neither proportionately served nor effectively serviced by existing (non-credit card) lending products or institutional service providers, given their historical economic contribution to the GDP of 50% and annual growth rate of 12.8%.

The gaps in financial products to the targeted market segment are due in part to:

- Conventional banks are highly regulated and make financing decisions based on historical
  performance instead of future opportunity.
- Investment banks and private equity firms maintain narrow investment criteria andlack familiarity with the small business market segment.
- Community financial development institutions, while often strong on relationships within the
  market, typically do not have access to a full suite of customized 'investment bank' financing
  options and advisory services. In addition, they typically serve smaller "micro" businesses,
  those with five or fewer employees, as opposed to focusing exclusively on the customized
  needs of a select group of companies with substantial growth potential.
- The consolidation in the banking industry has led to a drop in local lending partners who
  know their customers and understand their business models.
- Market research and national policy forums have revealed that small business markets have sophisticated needs and a desire to grow that is served neither appropriately nor effectively by existing financial services providers.

The fund will address some of the current deficiencies by offering structured flexibility that will enable targeted economic sustainability and, in some cases, growth for businesses with no access conventional venture capital funds. In addition, by pairing advisory services with the financing, the Commonwealth's investment risk is mitigated and it ensures that capital is being used most efficiently.

## Components of the Proposed MassInvest Fund

### A. Micro-Loan Fund (for seed stage businesses)

The proposed Micro-Loan Program fills a product gap for loans between \$35,000 and \$100,000 which is currently not being served by either commercial lenders or non-profit lenders in Massachusetts. The funds will be distributed to existing Micro-Loan providers throughout the State with specific lending guidelines. These micro-lenders will also be required to offer technical assistance as a condition of receiving the new funds.

<u>Family Asset Support</u> – A portion of these funds will also be used in conjunction with the Individual Development Account (IDA) Program that DHCD administers to micro-lenders across the state. The IDA program provides matching funds to the savings of low-income participants. The proposed micro-loans would be considered an eligible match to savings accumulated by participants via the IDA Program. The new funds will allow micro lenders to leverage additional private and federal monies, thus expanding their pool of resources.

## B. Small Business Retention Fund (for established small businesses)

The Small Business Retention Fund supplements traditional credit lines and terms loans typically offered by private market and public programs. Target businesses are those with *limited or no access* to conventional loan and investment capital funding products Additionally, the fund provides a provision which pairs technical and advisory services with financing, mitigating the Commonwealth's investment risk and ensuring that capital is being used most efficiently.

The 2008 Babson Entrepreneurship Monitor Report highlights that "funding for microenterprises and small businesses may not match the needs of the business." The Babson study further indicates the need to provide "stop-gap funding to the businesses between start-up and high growth" stage of development. This type of funding is often referred to as "patient capital" and it provides entrepreneurs advantages that debt funding does not by allowing them payment flexibility during times of unexpected contraction in the marketplace. Second, the fund provides advisory services to building business capability.

- Fund is for Massachusetts businesses that may be at risk of closing due to the current economic conditions or those have the potential to grow their revenues and create new jobs.
- Funds can be used to provide direct loans to businesses; and loan guarantees and credit
  enhancements to banks and other private commercial lenders;
- Situational loan terms for working capital needs (loans with longer terms than typical, as referred to as "patient capital")
- · Debt restructuring; and
- · Advisory services paired with financings
- · Standardized reporting requirements

#### 6) Life Sciences Center Funding- \$50 million

The Task Force recommends an investment of \$50 million in 2009-2010, matching the existing state commitment under the Life Sciences Initiative, to be used for grant, loan and equity investments in start-up and entrepreneurial life sciences companies.

### 7) Clean Energy Center Funding- \$50 million

The Task Force recommends an investment of \$50 million in 2009-2010 to be used for grant, loan and equity investments in start-up and entrepreneurial clean energy and energy efficiency companies.

## 8) Recapitalization of John Adams Innovation Institute- \$25 million

The Task Force recommends an investment of \$25 million in 2009-2010 to be used for grant, loan and equity investments in start-up and entrepreneurial companies in the information technology, advanced manufacturing and advanced materials sectors.

### 9) Foreclosed Properties Rehabilitation Fund- \$45 million

The Task Force recommends an investment of \$45 million in 2009-2010 to be used for the rehabilitation of recently foreclosed properties, supplementing federal funds authorized last year for that purpose.

### 6. Agency Staffing Plans

The following table provides a summary snapshot of the staffing needs discussed in more detail throughout this section.

Federally funded FTE Request Based on Agency Staffing Analysis	Number of FTEs
Public Infrastructure	2
Affordable Housing	3
Renewable Energy	0
Mass-Development	5-6
Mass-Invest	2-3
Life Sciences	0
Clean Energy	2-3
Recapitalization of John Adams Innovation Institute	2-3
Foreclosed Properties Rehabilitation Fund	

#### **Traditional Public Infrastructure**

The proposed public investment would require two additional full-time staff within the Department of Business Development to provide overall program administration due to the volume of projects. Each project may also require additional project staffing at the level of the specific agency or municipality having primary responsibility for project execution.

## Affordable Housing Developments

The proposed public investment would require three additional full-time staff within the Department of Housing and Community Development to provide overall program administration due to the volume of projects. One position is a management position required to oversee the execution of these funds in a timely, efficient manner consistent with all applicable federal and state requirements. The remaining two positions are somewhat junior positions required to process the applicable paperwork and monitor the use of the funds.

### **Program Initiatives**

a) Broadband Program Investment

Federal funding would also be used for programmatic hiring at a level necessary for the prudent and expeditious use of additional funds for broadband infrastructure in the Commonwealth. Possible positions include: (1) an interagency liaison position to work closely with other secretariats such as the Executive Office of Transportation and Public Works (Massachusetts Highway Department) to identify complementary capital projects and the Executive Office of Administration and Finance (DCAM) to ensure proper asset management principles are incorporated into broadband projects; (2) an additional two program positions at the Broadband Institute with network design experience to manage projects specifically tied to potential federal funding; and (3) a municipal preparedness position to work collaboratively with municipalities and regional planning authorities to ensure that a streamlined approach is taken at a local and regional level with regard to permitting and ordinance issues.

- b) Renewable Energy in Private Buildings Funding: No additional staffing needs
- c) MassDevelopment Funds: 5-6 additional staff needed.
- d) MassInvest Small business and micro-lending program: 2-3 additional staff needed.
- e) Life Sciences Center Funding: No additional staffing needs.
- f) Clean Energy Center Funding: No additional staffing needs.
- g) Recapitalization of John Adams Innovation Institute: 2-3 additional staff needed.
- h) Foreclosed Properties Rehabilitation Fund: 2-3 additional staff needed.

# 7. Barriers and Obstacles to Achieve Objectives

Barrier / Obstacle	Mitigation Strategy / Actions Required
Traditional Public Infrastructure Completion of design needed to allow construction start within six months may require financial resources other than federal funding.	Make available state resources for final completion of design and permitting of otherwise eligible priority projects
Traditional Public Infrastructure Some worthwhile projects may not be able to start construction within six months without design-build authority (may require legislative relief).	Make needed statutory change to grant design- build authority for otherwise eligible priority projects
Traditional Public Infrastructure Completion of final project permitting may require expedited attention by permitting authorities.	Mobilize inter-agency permitting board to expedite final permitting for otherwise eligible priority projects
Program Initiatives MassDevelopment Funds – Potential for perceived competition with banks and other lenders	Develop program in close coordination with private banks and financial institutions to target funding at financing gaps not covered by private sector
Program Initiatives MassDevelopment Funds – Continued lack of private party investors, even with public partners mitigating their risks	Develop program in close coordination with private banks and financial institutions and obtain upfront commitments to lend where agreed-upon public commitments are made
Program Initiatives MassInvest Funds- Effective promotion of funds being available to potential beneficiaries	Collaboration with the MA Bankers Association, MA Community & Banking Council, Community Development Financial Institutions (CDFI's), Small Business Development Centers (SBDCs), the Small Business Administration and our existing diverse network of regional and industry-specific small business lenders to promote the availability of funding
Program Initiatives MassInvest Funds – Potential for perceived competition with banks and other lenders	Develop program in close coordination with private banks and financial institutions to target funding at financing gaps not covered by private sector
Program Initiatives	Develop program in close coordination with

Barrier / Obstacle	Mitigation Strategy / Actions Required
MassInvest Funds – Continued lack of private party investors, even with public partners mitigating their risks	private banks and financial institutions and obtain upfront commitments to lend where agreed-upon public commitments are made

# 8. Metrics for Measuring Success

# Metrics

Metric	Description	Method for Monitoring / Measurement
Traditional Public Infrastructure – Square Footage	Square feet of private commercial development for which construction actually starts due to public investment	Participants agree to submit metrics as a requirement of financing
Traditional Public Infrastructure – Square Footage	Square feet of private commercial development for which sites are now "shovel- ready" due to public investment	Participants agree to submit metrics as a requirement of financing
Affordable Housing Developments – Units	Number of housing units for which construction actually starts due to public investment	Participants agree to submit metrics as a requirement of financing
Affordable Housing Developments – Units	Number of housing units for which sites are now "shovel- ready" due to public investment	Participants agree to submit metrics as a requirement of financing
Program Initiatives – MassDevelopment Funds – Jobs	Short and long-term jobs created     Long-term jobs retained	Participants agree to submit metrics as a requirement of financing
Program Initiatives – MassDevelopment Funds – Return on public monies	Private funding leveraged due to public investment     Where applicable, revenue enhancement of businesses financed with public monies	Participants agree to submit metrics as a requirement of financing
Program Initiatives – Massinvest – Jobs	Short and long-term jobs created     Long-term jobs retained	Participants agree to submit metrics as a requirement of financing
Program Initiatives – MassInvest – Return on public monies	Private funding leveraged due to public investment  Where applicable, revenue enhancement of businesses financed with public monies	Participants agree to submit metrics as a requirement of financing

### State Facilities and Courts Task Force

#### 1. Introduction

The Mission of the State Facilities and Courts Task Force. The State Facilities and Courts Task Force was established by the Governor to plan and prepare for the possibility of receiving significant new federal funding under the anticipated Federal Act for investment in state facility and court capital projects. Specifically, the Governor charged the State Facilities and Courts Task Force with developing a work plan that provides the following information with respect to investments in state facility and court projects: (i) a statement of overall objectives; (ii) a list of projects that are "shovel-ready", including project description, location, cost, schedule and agency or entity responsible; (iii) a staffing plan for carrying out projects funded under the Federal Act; (iv) metrics by which to measure success in meeting objectives; and (v) any gaps or barriers identified to meeting the objectives as well as plans to address them.

The work assigned to this Task Force by the Governor is critical to ensuring that the Commonwealth is prepared to take full advantage of the opportunity presented by the Federal Act. Significant federal funding for these types of capital investments would not only create desperately needed jobs in the near term, but it would also allow the Commonwealth to address a backlog of capital investment needs and further other important priorities that result in long-term benefits.

Under the Federal Act, however, there are expected to be "use it or lose it" provisions that require the commitment and expenditure of federal funds on eligible capital projects within specified time frames. These provisions are being included to ensure that the funding is being spent on projects that can commence quickly and create jobs in the near term. If a state does not spend funds for eligible projects quickly enough, the funds are expected to be reallocated to other states. The work of this Task Force – and the others established by the Governor – will help ensure that we are ready to invest any funds we receive promptly and wisely.

It should be noted that the scope of work of this Task Force was limited to potential capital investments in the following types of state facilities: buildings and facilities owned and operated by state agencies; state-funded public housing; court buildings and buildings and facilities under the control of the Massachusetts Convention Center Authority. Investments in transportation infrastructure, municipal facilities and privately-owned facilities are being addressed by other task forces. In addition, any energy efficiency or renewable energy investments in state facilities and courts and any investments in state higher educational facilities are being addressed by other task forces, but the projects may be in the project lists for the State Facilities and Courts Task Force and the other task forces.

The Process of the State Facilities and Courts Task Force. The State Facilities and Courts Task Force was established in mid-December 2008. Pursuant to the Governor's direction, the Task Force was composed of a broad range of stakeholders, including: representatives of the state agencies that carry out state facility and court capital projects, representatives of state agencies that use state facilities and courts, representatives of contractor and subcontractor associations, a representative of a building trades organization, representatives of the business community, state legislators and representatives from the Office of Labor and Workforce Development. The individual members of the State Facilities and Courts Task Force are listed in Section 2 below. This broad representation contributed to productive, well-informed and thoughtful deliberations at Task Force meetings at which all perspectives were articulated and considered.

The State Facilities and Courts Task Force held five meetings of the full Task Force, the first of which was held on December 22, 2008 and the last of which was held on January 21, 2009. At its first meeting, the Task Force developed objectives for investments made in state facility and court capital

projects funded under the Federal Act and metrics that should be used to measure our success in meeting those objectives in connection with any such investment of federal funds. At the second meeting, the Task Force discussed the project readiness criteria the state agencies should use in identifying eligible projects for consideration and began to identify gaps and barriers to achieving the objectives for state facility and court capital investments. At the third meeting, the Task Force reviewed the staffing plans of the agencies that would be responsible for carrying out the federally-funded projects. At the fourth meeting, the Task Force reviewed the status of the agencies' development of lists of "shovel-ready "projects, identified gaps and barriers to achieving the objectives for state facility and court capital investments, and identified plans for addressing those gaps and barriers. At the fifth and final meeting, the Task Force reviewed a draft of this report and made final decisions with respect to the content of the report.

The Final Product of the State Facilities and Courts Task Force. The State Facilities and Courts Task Force is proud to submit the work plan contained in this report. This work plan is responsive to the Governor's request and reflects a lot of hard work by all members of the Task Force, particularly the representatives of the state agencies that will be responsible for carrying out any state facility and court projects funded under the Federal Act. The collaborative and constructive deliberations at task force meetings resulted in more thoughtful and comprehensive planning than each agency could have done on its own. This was a valuable process, and the quality of the work plan presented in this report reflects the thoughtful and valuable contributions made by all of the Task Force members.

#### 2. Members

Name	Title	Agency / Organization
Gonzalez, Jay (Chair)	Undersecretary	Executive Office for Administration and Finance
Bernard, Steve	Assistant Secretary for Administration and Operations	Executive Office of Health and Human Services
Brewer, Stephen	Senator	Massachusetts State Senate
Cooper, Stephanie	Chief of Staff	Department of Conservation and Recreation
Donaghey, Ellen	Chief Fiscal Officer	Executive Office of Public Safety and Security
Gatzunis, Thomas	Commissioner	Department of Public Safety
Haley, Jack	Director of Engineering & Maintenance	Massachusetts Convention Center Authority
Lawton, Monica	Executive Director	Associated Subcontractors of Massachusetts, Inc.
Mulligan, Robert	Chief Justice for Administration and Management	Administrative Office of the Trial Court
O'Flaherty, Eugene	State Representative	Massachusetts House of Representatives
Perini, David	Commissioner	Division of Capital Asset Management
Petrucelli, Robert	Executive Director	Associated General Contractors of Massachusetts
Raso, Charles	Business Manager	Bricklayers and Allied Craftsmen Local #3

Name	Title	Agency / Organization
Schectman, Amy	Associate Director for Public Housing and Rental Assistance	Department of Housing & Community Development
Wallace, David	Director	Division of Apprentice Training, Department of Workforce Development
Walsh, Jim	Executive Director	Massachusetts Sheriffs' Association

## 3. Key Objectives for State Facilities and Courts Task Force

The primary goal of the Federal Act is to invest in projects that can commence quickly and create jobs in the near-term to help lay the foundation for an economic recovery. Across the Commonwealth, as of December, 2008, nearly 27,000 construction workers were collecting unemployment benefits, and more are expected to join the unemployment rolls in the ensuing months. An influx of federal funding for capital investments in state facilities and other public infrastructure will help to reverse this trend and to support a wide-range of trades and industries throughout the Commonwealth.

### **Governor's Guiding Principles**

In addition to furthering this important job creation objective, the Governor has charged this Task Force and other task forces with developing plans to use the opportunity presented by the federal funding to make investments that further other important objectives of the Commonwealth. In charging each task force with developing these objectives for each particular area of infrastructure investment, the Governor directed the task forces to observe the following guiding principles:

Guiding Principles	Description	
Invest for the Long Term	All projects under this program should have a long-term benefit, in addition to the stimulus effect of putting people back to work now.	
Limit Impact on Operating Budgets	Prefer investments that will reduce – or at least not add to – demands on the operating budget.	
Follow Established Infrastructure Priorities	Make choices based on the infrastructure recommendations recently approved at the Development Cabinet.	
Diversify	Subject to whatever constraints there may be in the federal legislation, prioritize projects for funding in a manner that ensures funds will be allocated across a variety of industries and geographic locations.	
Buy Massachusetts	To the extent possible, contract with Massachusetts contractors, purchase goods and services from Massachusetts companies, and hire Massachusetts people.	

#### Task Force Guiding Principles and Objectives

In furtherance of the job creation goal and the Governor's guiding principles the State Facilities and Courts Task Force developed the following objectives for investment of any available funds under the Federal Act in state facility and court projects:

#### Objectives for State Facility and Court Investments

- Create positive economic impact create construction jobs in near term and preferably for a sustained period of time.
- Improve condition of state facilities address backlog of deferred maintenance to address structural integrity of building stock, remedy health and safety concerns, improve environment for state workers, public housing residents and members of the public, and reduce maintenance and future capital investment costs.
- Gain long-term benefits invest in projects that are consistent with the Administration's
  infrastructure investment priorities, support core functions of state government and support
  the missions and long-term programmatic goals of state agencies.
- Achieve efficiencies invest in projects that result in operating budget savings or programmatic efficiencies.
- Diversify investments invest in different types of state facilities, different types of projects involving different trades and industries, and different parts of the state to ensure that a wide variety of state agencies, contractors, workers and areas of the state benefit.
- Deliver projects on-time and on-budget proactive agency management of projects to ensure
  effective and efficient project delivery.

To the extent the Commonwealth has flexibility in allocating federal funding – or state bond capacity indirectly made available as a result of federal funding – for state facility and court projects, the Task Force recommends that "shovel-ready" projects be prioritized for funding based on these objectives. Specifically, the extent of the economic and jobs impact should be given significant weight and should be evaluated based on the number of construction jobs estimated to be created by a project, duration of the project and of the related jobs, the types of jobs expected to be created and the location of the project. In addition, to the extent possible, each state facility or court project funded should satisfy the next three objectives – improve the condition of state facilities, achieve other long-term benefits and achieve efficiencies – and greater weight should be given to those projects that will most effectively further these three objectives. After prioritizing projects for funding based on the approach and objectives described above, adjustments should be made as needed to ensure that the objective of diversifying investments in state facilities and courts across different types of facilities, different trades and industries and different regions of the Commonwealth is satisfied. Lastly, state agencies should take all steps within their control to deliver projects on-time and on-budget.

With respect to the long-term benefits objective noted above, the missions and long-term programmatic goals and priorities of the related state agencies will be a key consideration. Based on information provided by certain agencies in connection with this task force report, the following are some of the agency-specific goals and priorities that should be taken into account in evaluating projects under their purview in considering this objective:

## **Agency Objectives**

### Division of Capital Asset Management (DCAM)

DCAM is the primary manager of vertical building construction for state facilities and does not typically operate state facilities. The agency's central focus on delivering quality, cost-efficient service to its client agencies acknowledges the importance of capital facilities in the delivery of critical state

Task Force Overview—Project Delivery Task Forces Page 68 of 464 services to those citizens that are often the most vulnerable. Towards that end, DCAM works to support client agency core functions by improving the physical condition of critical state facilities. Through its energy programs and other projects, DCAM also seeks to provide the most cost efficient facilities for its clients – working to save operating dollars that could be better spent by client agencies on their critical programs.

Another important aspect of DCAM's work is to improve public health and safety. This includes demolition of long abandoned state buildings to enhance public safety and save money; installing new heating, ventilation, and air conditioning systems to improve indoor air quality and comfort at older facilities; and implementing environmental remediation projects at state facilities to improve environmental quality.

The proposed Federal Act offers DCAM a unique opportunity to further its mission in support of the myriad agencies that it serves:

- DCAM is charged with building new or replacement facilities to house critical state functions.
   There are many such key projects proposed for federal funding, including several in support of the Governor's higher education agenda.
- DCAM is increasingly focused on promoting sound maintenance of existing state facilities.
   The vast majority of DCAM's proposed projects for federal funding do just that addressing critical building repairs that will help to extend the useful life of these important assets.
- DCAM has been implementing energy efficiency retrofits at state facilities for more than two decades. The energy component of DCAM's mission, however, is focused on this area like never before in response to the high priority placed on energy efficiency by Governor Patrick and the Administration. In addition to ensuring that new facilities are built with energy and the environment in mind, DCAM's proposed project list includes many energy retrofit projects that will reduce operating costs, and the environmental impacts at dozens of existing state facilities. These projects are included in the Energy Task Force report.
- Finally, DCAM is charged with the sound management of the state's real estate holdings.
   Many projects on the proposed DCAM list will allow for demolition and environmental cleanup of surplus state properties. This will improve public health and safety, while, in many cases, paving the way for redevelopment of the properties in the future.

## Department of Conservation and Recreation (DCR)

The Department of Conservation and Recreation is steward of one of the largest state parks systems in the country. DCR is responsible for 450,000 acres made up of forests, parks, greenways, historic sites and landscapes, seashores, lakes, ponds, reservoirs and watersheds. DCR manages a range of state facilities including over 2,000 buildings, hundreds of bridges, parkways, rinks, pools and other active recreation facilities.

DCR's capital program for FY2009 consists of about \$138 million in funding and over 90 projects or categories of spending. Capital Projects vary widely and include: land acquisition, bridge and parkway maintenance and rehabilitation, maintenance and new construction of pools, as well as upgrades to existing recreational facilities and complexes including visitor centers, comfort stations, ball fields, camping areas, pathways and parking lots.

DCR used a similar process to its capital planning process to establish its key objectives for the projects recommended for funding by the Federal Act. This process included consultation with the Office of the Commissioner, Engineering, Planning, Park Operations, Program Development, External Affairs, Government Affairs and Legal as well as the various agency constituencies. Plans and projects put forth were evaluated based upon key criteria, including:

- Public Safety/Public Health Protecting the public safety/health or meet a public safety/public health regulation.
- Impacts on Maintenance Costs Reducing the cost of maintenance via an upgrade of a
  facility or reducing energy or utility costs by constructing/installing energy efficient and less
  costly equipment for lighting or traffic signals.
- Public Demand Serving an area of high demand and meeting the needs of the community it
  will serve (e.g., constructing a comfort station for a heavily used public beach).
- Underserved location Filling recreation needs in an area where other facilities, public and private, are not available (e.g., public recreation facilities in inner city neighborhoods).
- Equitable distribution throughout the Commonwealth Improving facilities throughout the Commonwealth.
- Alternative Funds Prioritizing projects based on the availability of non-state funds to maximize state investment.

Projects reflecting these criteria were identified for inclusion in the Task Force report.

#### Department of Fish and Game (DFG)

The Department of Fish and Game (DFG) is charged with stewardship responsibility over the Commonwealth's marine and freshwater fisheries, wildlife species, plants and natural communities. The Department conserves and restores the state's rivers, streams, lakes, ponds, wild lands, and coastal waters through programs of research, restoration, and land protection. The DFG also promotes recreational uses of the state's public lands and waters consistent with the agency's mission. Through its Division of Marine Fisheries, the DFG regulates Massachusetts' commercial fishing industry, which is ranked third in the nation after California and Florida in terms of product sales and jobs supported.

The DFG has four principal divisions: the Division of Fisheries and Wildlife (DFW); the Division of Marine Fisheries (DMF); the Office of Fishing and Boating Access (FBA); and the Riverways Program. DFW has numerous regional offices and other facilities that desperately need rehabilitation and maintenance. The division also manages more than 170,000 acres of wildlife management areas, some of which have dilapidated houses and other structures that should be removed to promote public safety and environmental stewardship. DMF facilities such as its shellfish purification plant and laboratories are in need of major upgrades. The FBA maintains more than 275 boating access facilities and sport fishing piers that have major maintenance needs, while the Riverways Program partners with federal, state, and private entities in projects that involve dam removal, culvert and bridge reconstruction, fish passage and other construction to benefit fish and other aquatic dependent wildlife, while promoting public safety and long term cost savings.

A key objective of the projects DFG has recommended for Federal Act funding is to reconstruct and rehabilitate existing facilities. When evaluating projects, DFG focused heavily on projects that supported job creation while also remedying safety and accessibility problems at existing facilities.

## Department of Housing and Community Development (DHCD)

DHCD's Division of Public Housing and Rental Assistance (DPHRA) is responsible for assisting Local Housing Authorities (LHA) in the development, management and maintenance of the 50,000 units of state public housing for low-income families (16,000 units), elders (32,000 units) and persons with special needs (2,000 units). Located in 242 communities across the Commonwealth, the program is available to households with incomes of less than 80% of median and is a major element in the state's safety net, housing over 15% of the Commonwealth's extremely low income households (less than 30% of median).

For the 16 years prior to the Patrick/Murray Administration, there was severe underfunding in both capital and operating assistance. The Administration has taken an aggressive approach to restoring the condition of this precious housing, but prior neglect has resulted in a backlog of capital needs of roughly \$2 billion. The resulting poor conditions cause accelerated building deterioration and negatively impact the health and safety of tenants, who make up more than one percent of the state's population.

DPHRA provides state funds to LHA's in the form of operating subsidies and capital grants while staff professionals provide technical assistance and oversight to maximize the efficiency and effectiveness of local operations. Within DPHRA, the Bureau of Housing Development and Construction (BHDC) provides targeted assistance in meeting LHAs' most urgent capital needs through a variety of programs, each of which includes a multiyear pipeline of projects which together represent needs of hundreds of millions of dollars. Projects include repair, replacement or modernization of failing roofs and building envelope components, failing heat and hot water systems, inadequate ventilation and electrical systems, aged and failing elevators, plumbing and plumbing fixtures, sewers, cabinetry, interior finishes and equipment and deteriorating pavement and site facilities.

DHCD evaluated its \$2 billion backlog to identify the highest priority projects to recommend for funding from the Federal Act, as well as evaluating the anticipated staffing needs of those projects and how to best leverage existing DHCD and LHA staff to manage the work. The projects recommended are prioritized according to the following key objectives:

- Acceleration of projects underway in the current capital pipeline, and inclusion of energy- and water-saving enhancements.
- Energy- and water-saving projects referred to as Sustainability Projects that could be
  managed at a large-scale that LHA could manage installation of, such as statewide
  purchases of water saving toilets, and appliances and fixtures. The total dollars requested for
  these projects is included in the Energy Task Force report, but the detailed project list and
  staffing needs are included within the State Facilities report.
- Projects that address immediate code improvements to improve quality of life and accelerate re-occupancy of vacant units, and can be delegated and delivered by LHA on their own or with limited support from DHCD and local contractors and craftsmen.
- High-value comprehensive modernization projects with significant energy and water conservation components were then prioritized. Projects that are in-design and can be "shovel-ready" within 180-days were selected for recommendation.

## Massachusetts Convention Center Authority (MCCA)

The MCCA's mission is to generate significant regional economic activity by attracting conventions, tradeshows, and other events to its world-class facilities while maximizing the investment return for the residents and businesses in the Commonwealth. The MCCA owns and oversees the operation of the Boston Convention & Exhibition Center (BCEC), the John B. Hynes Veterans Memorial Convention Center, The MassMutual Center in Springfield, MA and the Boston Common Garage.

The Massachusetts Convention Center Authority is seeking project funding to enable the organization to satisfy five key objectives, all of which shall accrue significant benefit to the citizenry of Massachusetts and more specifically, the many exhibitors, attendees, fans, patrons, clients, and employees who visit, park, or work in one or more of four State owned facilities. The identified project mix effectively eliminates a public safety issue and significantly enhances the work place environment in the Hynes Convention Center by the elimination of a known potential health risk. The suggested improvements to the Boston Common Garage and the Mass Mutual Center facilities are designed to enhance the customer experience and positively impact both expenses and the revenue these two important facilities contribute to the Authority's overall operating budget annually. Lastly, the further investment made in the Springfield Massachusetts facility will better insure that our Sports Arena

building continues to satisfy the needs of our main tenant, the Springfield Falcons, and their valued ice hockey fans who live in and around the City of Springfield. This relationship is very important to the residents and businesses located in the heart of the city.

### 4. "Shovel-Ready" Projects

Agencies followed a similar process for identifying "shovel-ready" state facility and court projects for which construction work could commence within 180 days. The project readiness evaluation is critical to ensuring the Commonwealth identifies and considers projects for funding that will be sure to satisfy the "use it or lose it" requirements under the federal legislation. The agencies all engaged in an intensive and diligent process to identify "shovel-ready" projects and to take creative approaches to planning project delivery methods to expand the list of projects that meet the readiness criteria.

#### **Project Pipeline Evaluation**

All task force member agencies began the process of prioritization by first evaluating their universe of potential projects. They each gathered project information from a variety of information sources, including:

- Capital plans. All agencies reviewed their projects expected to be funded in the out years of
  the Commonwealth five-year capital investment plan to determine if they could be
  accelerated. Each agency leveraged its respective capital planning systems and internally
  managed project databases. They reviewed their multi-year project pipelines with the
  Governor's and Task Force's objectives and priorities in mind.
- Constituency requests. Agencies evaluated requests and recommendations provided by agencies, partners, advocates and facilities staff. DCAM reviewed past and new funding requests from client agencies. DCR consulted with their partners, advocates and facilities staff. DHCD solicited proposals from its LHA partners based on their deferred maintenance backlogs and capital plans.
- Deferred maintenance. Backlogs in deferred maintenance identified through the agencies' asset management databases that had been considered but not ultimately included in state capital plans were reviewed.

#### Readiness

Task force members gathered their most senior leaders, including construction and facilities staff to narrow the lists of projects to those that they are confident could begin construction work within 180 days and consequently would be likely to meet the "use it or lose it" requirements that are ultimately included in the Federal Act. Projects were evaluated to ensure that sufficient design was completed to enable them to be "shovel-ready" within 180 days, or that a contractor could be hired within 180 days to commence this work. This evaluation included an assessment of the amount of time it typically takes to procure and commence similar projects, the extent to which site acquisition, permits or other potential obstacles to commencing a project exist, and work and planning done to date. Agencies also worked with their partners (e.g., LHA) to select projects that could be feasibly implemented and managed by them, thereby leveraging local staff expertise and experience.

Each agency identified different types of projects and approaches to ensure project readiness:

- Expansion: Add scope to projects that are in the design or construction pipeline. These
  projects are on the FY2009 capital plan and with the addition of Federal Act funding could
  have expanded scopes that were not planned until future years.
- Acceleration: Accelerate the timeline to complete projects that are in study or design and
  are already approved on the state's capital spending plan for future years.

- Deferred maintenance: Complete critical repairs or replacements that have been backlogged and could commence quickly.
- Bid ready and new projects: Projects that have been partly or fully designed, but are not yet approved and funded under the state's capital program.

To allow for streamlined management and delivery of the work and to ensure project readiness, certain types of small projects are planned to be bundled into logical groupings to maximize the efficiency of procuring and managing contractors to do the work, and/or to allow for one team of inhouse experts to execute a group of projects. These planned bundling opportunities were limited to those groupings of projects where significant time savings and/or cost savings will be realized or where significant risks with respect to project commencement and delivery would be avoided.

- DCAM will bundle envelope (windows, roofs, enclosures) projects where there are multiple projects at a facility, and will bundle site work (paving, roadways, and sidewalks).
- Where there is an energy project planned or underway at a facility, DCAM will incorporate related repairs and envelope work into the project.
- DCR's capital program includes a number of general project categories where additional funds can be added to existing contracts to expand the number and range of project completions using existing staff resources (e.g., paving, dam maintenance, stormwater management).
- DHCD has identified sustainability projects targeting energy and water savings, clean energy, and green building that could be procured quickly, as they do not require design (e.g., low flow toilet initiative, energy efficient appliance and lighting program, solar roof program, regional ESCOs). Many of these projects are included in the Energy Task Force report.
- MCCA has identified projects that can all be supported using their House Doctor design firm, Simpson, Gumpertz, and Heger, Inc. and can be managed day to day by Tishman Construction Corporation.

## 5. Projects

Projects recommended for prioritization from the State Facilities and Courts Task Force have been provided by the following agencies: Administrative Office of the Trial Court, Division of Capital Asset Management, Department of Conservation and Recreation, Department of Fish and Game, Department of Housing and Community Development, the Executive Office of Public Safety and Security, Massachusetts Convention Center Authority, and Massachusetts Sheriffs' Association.

Agency	Types of Projects	Total Federal Act Request (\$ Millions)
DCAM		\$848.11
	Higher Education, including UMASS	\$438.49
	Health & Human Services	\$116.66
	Sheriffs	\$91.35
	Judiciary/Courts	\$84.46
W	Public Safety	\$44.91
DHCD		\$596.8 "
	Current Pipeline	\$281.8

Agency	Types of Projects	Total Federal Act Request (\$ Millions)
	LHA Delegation	\$133.7
	Comp-modernization	\$73.5
	Strategic Sustainability	\$36.9
	New Code/Life Safety	\$11.0
DCR		\$280.9
DFG		\$55.8
MCCA	·	\$10.4

# 6. Agency Staffing Plans

Each Agency has evaluated their staffing needs to administer and manage the projects recommended and has provided estimates for the number and type of jobs that will be needed. It is important to note that agencies would need to carry out these federally funded projects in addition to their existing workload. Actual staffing requirements will ultimately depend on the actual number of projects or funding amount received. The Workforce Development Task Force report includes recommendations for expediting the hiring process and method of hiring any additional staff that would be required. It is assumed that any additional staffing needs would be funded from amounts made available under the Federal Act.

The table below shows the existing construction-related staffing at each agency and the annual construction production rate for FY2009. These FY2009 numbers do not include funding requested through the Federal Act. The purpose of this table is to estimate the annual construction production rate per construction-related Full-Time Equivalent (FTE). Based on that, the estimated number of additional staff required to manage the projects that will be federally funded can be estimated.

Table 1: FY2009 Staffing Plans & Annual Production Rate (Not including Federal Act projects) (\$s Millions)

	DCAM	DHCD	DCR	DFG	MCCA	Ref.	Source
Total FY2009 Construction FTE	173.5	47	151	5	20	A	Current Agency Construction staffing
Construction Production on FY2009 Capital Plan	\$358.0	\$104.0	\$147.5*	\$1.6	\$24.6	В	FY2009 Construction Capital Budget
FY2009 Annual Production/ Construction FTE	\$2.1	\$2.2	\$1.0	\$0.3	\$1.2	С	= B ÷ A, ("Annual Production Rate" per FTE)

<sup>\*</sup> This is the FY2009 DCR Capital Budget, not just the DCR's capital construction budget

<sup>\*</sup> Excluding duplicates with Energy, the Total Federal Act Request for DCAM is \$612.8 MM. Please refer to section IV of the report for a detailed list of duplicates with Energy, the Total Federal Act Request for DHCD is \$466.02 MM. Please refer to section IV of the report for a detailed list of duplicates.

Based on the amount of Federal Act funding requested and the FY2009 Production Rate, the additional staff needed to manage federally funded projects has been estimated on the table below.

Table 2: Estimated Number of Additional FTEs Required to Manage Federal Act Funded Projects (\$s Millions)

	DCAM	DHCD	DCR	DFG	MCCA	Ref.	Source
Total Federal Act Request (\$s in Millions)	\$848.1	\$596.85	\$280.9	\$55.8	\$10.4	D	Agency Project List
Estimated Annual Federal Act Construction Production (\$s in Millions)	\$120	\$120	\$112.0	\$22.3	\$10.4	E	Agency determined estimation
Estimated Number of federally funded FTE @ FY2009 Annual Production Rate	58.2	54.2	115.0	70.2	8.5	F	= E ÷ C

Agencies will be able to leverage existing knowledge and increase efficiency for management of the additional federally funded projects, and based upon their analysis of staffing needs, the actual staff requests are lower than the estimates above.

Table 3: Actual FTE Requests to	Manage Fe	deral Act Pro	jects		
	DCAM	DHCD	DCR	DFG	MCCA
Federally funded FTE Request Based on Agency Staffing Analysis	53	29	57.5 <sup>7</sup>	6 <sup>8</sup>	15

Assumptions for Table 1, 2 and 3:

- DCAM and DHCD assumed \$300 Million in total Federal Act funding over 2.5 years.
- DCR and DFG assumed Total Federal Act Request (D) funding over 2.5 years.
- DHCD's 20.5 FTE Request includes positions currently vacant and included in the FY2009 capital budget.

The number of FTE requested is very low as compared to the total FY2009 capital budget for construction projects and production rate per FTE based on the current budget. DCR plans to utilize and expand existing capital programs and staff, thereby minimizing the number of new FTE needed to oversee the recommended projects.
BDFG's staffing request is modest in comparison to the total dollar amount of construction projects requested for Federal Act

OFG's staffing request is modest in comparison to the total dollar amount of construction projects requested for Federal Act funding because DFG will use existing staff, and will only need to add staff on a temporary basis for the duration of time the federally funded projects are underway.

 MCCA's projects vary from three months to one year in duration. Its Estimated Annual Production (E) represents one year, and therefore the actual staff needs are higher than the Estimated Annual Production.

The detailed staffing plans provided by each agency can be found in *Appendix 5 - State Facilities and Courts*. Descriptions for how each agency derived its staffing plans are below.

#### Division of Capital Asset Management (DCAM)

DCAM developed a workload calculator (see *Appendix 5*) to estimate staffing needs under the federal program. The staffing figures do not factor in staffing required to meet DCAM's baseline approved capital plan, which is also expanding around the several new bond bills signed by Governor Patrick in the summer of 2008.

DCAM made several key assumptions in estimating staffing needs. Namely, DCAM assumed for planning purposes receipt of \$300 million in federal money to fund capital projects. DCAM also made assumptions around the distribution of the funds among large projects, smaller repair projects, and energy projects, along with average size of project, etc. Estimates include support staff that are not directly involved in project management, however, will play critical roles in the smooth implementation of our program.

Based on these sets of assumptions, DCAM has estimated a need of 53 FTEs to manage this workload. This figure represents a mix of construction management, energy and repair planning, and support professionals across the agency. DCAM expects that most of these positions would be required for a two to three year period, perhaps longer on some of the larger projects. There may be a need to add a limited number of regular, permanent full-time employees to oversee the work of Program Manager firms. The need for permanent staffing will be evaluated closely in consultation with ANF as the actual federal workload projections become clearer.

In order to meet this need, DCAM has several large, full-service program management firms already under contract. They could provide the needed resources to directly fill most of the needed FTEs, albeit at a significantly higher cost than hiring a regular employee. Due to the tight time constraints and the time it takes to hire individuals, however, the program manager firms may be the best option, at least at the beginning of the process. Similarly, DCAM would need to rely on outside counsel to supplement in-house legal staff in construction contracting issues.

DCAM will also need to adapt a specific management structure that will help to minimize the need for training. The goal would be to utilize seasoned professionals with a firm understanding of capital construction management. These would be found via existing Program Manager firms, or through hiring of the mostly temporary positions that will be needed to manage the work. However, like any organization, particularly those where public funds are used, there are administrative structures peculiar to the state and to DCAM. DCAM's goal is to eliminate the need for extensive training in these processes for new staff coming on board to allow them to focus more on managing the actual work (either design or construction). This will be done by using existing staff that are already expert in these processes while working to streamline these processes as much as possible. For example, many of the reforms discussed under the Procurement Task Force, if implemented, would alleviate many of the administrative burdens currently placed on DCAM staff.

DCAM will not, however, completely eliminate the need for new staff to be trained. New staff will need basic orientation, and a short training program in the fundamentals of DCAM's project management system (PMAS) and metrics dashboard tracking program for design and construction.

DCAM will look to the recommendations of the Workforce Development Task Force in order to fill additional full-time positions, recognizing that the temporary nature of this initiative will require the state to minimize the use of permanent employees.

#### Department of Conservation and Recreation (DCR)

DCR's FY2009 capital program includes over 90 projects or categories of spending. There are currently about 45 DCR staff directly involved in the management of these projects, of which 20 are full-time project managers. DCR construction contracts also provide for resident engineering services to oversee the day-to-day site activity.

In addition to the project managers, architects, planners, and resident engineers that are directly involved in overseeing and implementing capital projects, there are approximately 30 FTEs within DCR that support the agency's capital program. These staff work in the areas of Finance (11 FTE) including Capital Planning and Budgeting, Contract Administration (9 FTE), Legal Services (2 FTE), Human Resources (1 FTE), Information Technology (1 FTE), External Affairs (1 FTE), Urban and State Parks Divisions (2 FTE) and support staff to Planning and Engineering (3 FTE).

To estimate its staffing needs for the federally funded projects DCR factored in the capacity of existing staff to expand workloads as a baseline, and then estimated based on workload that a total of 57.5 additional FTEs to manage the additional workload for the dollars requested.

The majority of the new FTE positions are for Resident Engineers (44.5) to ensure tight oversight of construction projects on the group and Materials Testing for all projects. DCR estimates that for each expansion and acceleration project .25 FTE is needed and for the 25 bid-ready and new projects, which require more resources to execute, 1.5 FTE are needed.

For every three projects DCR anticipates the need for one new project manager. A total of 10 new Project Managers are requested if all projects recommended are funded. Additionally, 1 FTE is requested for overall project tracking and reporting, and one administrative support position is requested.

## Department of Fish and Game (DFG)

DFG will contract most work to private contractors for individual projects, but will need a modest number of new project management, engineering and administrative staff to effectively oversee and manage the \$56 million in construction projects requested for Federal Act funding. Most of this staff would be housed in the Office of Fishing and Boating Access, which is responsible for the department's engineering needs as well as its own boating and fishing access projects.

DFG proposes six new staff positions to support project management and oversight. One project manager is requested to oversee the DFG employees working on this effort, the private contracts, and the work of the private contractors. Four engineers / engineering aides to oversee the day-to-day construction projects and one administrative support position will be needed to manage the project tracking and reporting, finance and procurement.

## Department of Housing and Community Development (DHCD)

Since the beginning of the Patrick Administration, DHCD's capital program has nearly doubled in dollar volume and also in the number of projects. In FY2007, DHCD oversaw \$50 million in construction and issued 90 Notices to Proceed (NTP). In FY08, DHCD's dollar volume jumped to \$90 million (not including another \$20 million leveraged through mixed finance) and 163 NTP's were issued.

Currently, the Bureau of Housing Development and Construction (BHDC), within DHCD, oversees roughly 600 capital projects, ranging in size from \$25,000 to \$20 million. While the size of the project dictates different levels of oversight, all projects require basic administrative project management functions (grant funding contract, design procurement and contracting, construction contractor procurement and contracting, contractor billing due diligence and payment processing, etc.) and are assigned a project manager to perform these. Project managers oversee roughly 75 projects/person. All projects over \$100,000 have a staff architect and/or engineer and construction advisor assigned

as well. The architects and engineers are licensed professionals who review drawings at multiple stages of design, while the construction advisors inspect construction as it proceeds. In addition, this Administration also began a program development unit to generate innovative program approaches that increase the productivity and effectiveness of the unit. The key functions within this unit are mixed-finance, sustainability and capital planning/formula funding-allocation systems.

BHDC is making efforts to improve the productivity of the Bureau through better use of technology and reassignment of certain kinds of administrative functions to clerical staff, but that will not reduce the need for and value of professional review and oversight. Several baseline positions are vacant at this time and the current level of production is unsustainable without refilling those positions. To estimate staffing needs for the Federal Act, BHDC assumed a baseline staff level of 47—the 41 current staff complement plus 6 positions where the right to backfill through BHDC's current capital plan has been requested. If those positions are not filled, the estimated number of new positions needed to manage the federally funded projects will increase by that same amount.

To determine staffing needs to support the federal funding, BHDC evaluated each category of proposed projects and devised an implementation strategy designed to leverage current internal capacity and to make maximum use of the capacity of BHDC partners in the Local Housing Authorities:

- Projects to accelerate the existing pipeline. These projects have two aspects: 1) accelerating
  the pace which was artificially slowed to meet limited bond cap; and 2) increasing the scope
  to both its logical conclusion (eliminate budget-driven phasing) and add every possible
  sustainability enhancement. All of these projects already have project managers and
  designers, so can be managed efficiently with current staff plus a small supplement. These
  additional 263 fast-tracked projects are estimated to require two additional Project Managers
  plus one additional architect, one engineer and one construction advisor (all temporary but for
  the life of the projects).
- Projects identified as Mixed-Fi Equity Replacement are included in the current capital pipeline list and will not require additional staffing.
- Strategic Sustainability Projects will be accomplished in different ways, depending on the type of project. Staffing needs will be quite different than that of typical grant-funded modernization projects. Replacement of existing fixtures or appliances with high-efficiency components will be done through a state-wide purchase and distribution process which should only require a single dedicated Project Manager (Sustainability Project Assistant). The Solar-ready roof projects will be accomplished by a specialized technical advisor acting as both technical reviewer and Project Manager. The regional ESCO projects will be handled by the Sustainability Program Developer and Local Housing Authorities as they are now.
- The next group of projects: LHA Delegation, Code/Life Safety and Vacant Unit re-occupancy will be largely managed by the LHAs themselves a departure from DHCD's normal way of handling projects but one for which DHCD has been preparing and experimenting with for about a year. These are relatively small projects and each will require the attention of a project manager for down project funding contracts. The increased Project Management load for this class of projects is estimated to require three additional Project Managers (250-300 projects can be managed by each), Design and construction oversight will be largely delegated to "House Doctor" designers but strict adherence to DHCD design guidelines and standards will be required and monitored, requiring an additional Engineer FTE and two more Construction Advisors.
- Comprehensive modernization. This is by far the most cost-effective and intelligent approach
  to restoring those developments in the portfolio with major backlogs of deferred maintenance
  spanning the full range of building systems and components, but limited bond cap normally
  makes this impossible for all but the most neglected developments. There are a few projects
  that have been planned for some time but effectively cancelled under the new Formula

Funding program. Those which can be bid and underway within 180-days will be resurrected as the only opportunity (outside of this administration's bold new mixed-finance program) for making developments capital-needs-free for the next 20 years. DHCD will need one project manager, an architect, part of a mechanical engineering FTE and one new construction advisor to accomplish these resource-intensive projects.

Finally, this number of projects will require a substantial accounting effort to create, track and
maintain the documents needed to manage the flow of funds to the LHA in a timely manner.
DHCD is working on ways to use technology and groupings of projects to minimize this need
but expects that, at a minimum, it will require at least seven (temporary) FTEs in
administrative, clerical and accounting roles to handle all of the necessary documentation.

In total, 29 new staff are needed to support the federally funded projects.

## Massachusetts Convention Center Authority (MCCA)

All four MCCA projects will be managed day to day by Tishman Construction Corporation of MA. Tishman is under contract with the MCCA to provide services as the Owner's Project Manager. This is a function that is mandated by statute for any State Funded building project valued at \$1,500,000 or more. Two of the four submitted projects cost in excess of \$1,500,000. MCCA plans to assign Tishman responsibility to manage the design and construction projects under the direction of MCCA's construction management and legal Teams. MCCA anticipates the need for 15 staff from Tishman to oversee the projects submitted for federal funding.

MCCA has engaged Simpson, Gumpertz, and Heger, Inc., our "House Doctor" who is under contract through November 2010 to provide designer services on a wide range of construction and facility improvement projects. MCCA estimates 38 design staff will be needed to deliver the four projects it has recommended.

## Administrative Office of the Trial Court (AOTC)

Projects submitted by the AOTC have been included in DCAM's project submission list and will largely fall under their management. To support their oversight and management of the projects, AOTC has identified their staffing needs for projects below and above \$1 million. In total, based on the approximately \$84 million dollars in projects DCAM has recommended for funding by the Federal Act, AOTC anticipates the need for nine additional staff persons.

## 7. Barriers and Obstacles to Achieve Objectives

The task force identified a number of barriers and obstacles during preparation of this report. These barriers and obstacles, and their accompanying mitigation strategies/actions required, are described in the table below.

Barrier / Obstacle	Mitigation Strategy / Actions Required
Delegation Although it could help to increase capacity to carry out projects, reliance on state agencies or local authorities to manage projects through delegated authority from DCAM/DHCD (overseeing agencies) could increase the risk that projects are not commenced and completed in a timely and cost effective manner.	Increase oversight of delegated projects by including more direct project management by DCAM and DHCD via bundling of smaller projects. Each overseeing agency will also provide additional training to client agencies to help them in construction, procurement and oversight. Utilize the resources of outside program management firms to directly assist in managing smaller projects, either supplementing overseeing agency staff, or providing help directly to client agencies.

Barrier / Obstacle	Mitigation Strategy / Actions Required
Conflicting Federal and State Requirements regarding Accessibility Standards Different standards for accessibility requirements at the federal and state levels contribute to delay of projects and could thereby prevent projects consistent with the task force's objectives from being eligible for funding under the federal program.	Each agency will work with the state Architectural Access Board (AAB) to allow projects that trigger accessibility upgrades to move ahead within the 180 day window for the non-access work. In addition, each agency will commit to complete the required access work within a 2 year period to be funded through federal funds and work to get federal agreement that state AAB requirement govern, and that AAB can be the oversight agency.
Time Delay for Design* There are a number of projects that are consistent with and that would significantly further the task forces' objectives that might not meet the "ready-to-go" standard for funding eligibility under the federal program due to the time necessary for design of the project.	Phase such projects if work on certain aspects of the projects could begin within 180 days while design of the larger project is underway. Also, make changes to procurement laws that will speed design process for simpler, smaller projects.
Contractor Certification/Prequalification Requirements* There are certification and prequalification requirements that must be met for contractors to be able to participate in bidding for public projects. The concern is that these requirements will limit the world of qualified bidders available to bid on projects under the federally funded program and make it difficult to get contractors and/or increase costs.	Contractor Associations and public agencies responsible for certifying/prequalifying bidders will engage in a proactive effort to notify contractors of the opportunity for work and to assist them in getting certified/prequalified. Public agencies will also identify opportunities to streamline the certification/prequalification process. Implement the Condensed Prequalification Process proposed by the Procurement Task Force.
Time Delay for Safety Inspections/Permits* There might be projects that could further the objectives of the task force but that might not meet the "ready-to-go" standard for funding eligibility under the federal program if delayed due to safety inspection and/or permit requirements. This issue is compounded for projects delegated to local housing authorities or that otherwise require inspections/permits from municipalities or multiple public agencies.	Work with the Administration, the Department of Public Safety, the Secretary of State's Office, and other stakeholders to ensure that adequate resources are in place to prevent unnecessary delays. Ensure that the staffing requirements for the Department of Public Safety and other recommendations outlined in the Permitting Section of this report are implemented.
Available Designers  The time for preparation of design documents due to a limited capacity of the designers to produce the documents and agency staff to review them may reduce the number of projects which will be eligible under the Federal Act.	Expand the pool of available designers by increasing the number of designers who are qualified as House Doctors and doing outreach to the design community to get new firms interested in the work. Create a complete set of design guidelines and standards which designers can use so agency reviews are more of an oversight audit rather than a detailed review.
Time To Procure the Construction Contractor* The time to procure the construction contractor varies by the size and complexity of the job. Making the procurement process more	Implement the recommendations outlined in the Procurement Section of this report, particularly recommendations to increase the thresholds for using sound business practices and soliciting verbal quotes and an expedited bid protest

Barrier / Obstacle	Mitigation Strategy / Actions Required
efficient will ensure the maximum number of projects will be eligible for Federal Act funding.	process. Increased thresholds will greatly accelerate the completion of these jobs and the number that can be done within the required timeframe.
Contractor Capacity* Contractor capacity may be a barrier with respect to smaller projects so long as performance and payment bonds are required for small jobs that do not otherwise require DCAM-certified contractors.	Consider implementing recommendations outlined in the Procurement Section of this report such as raising the threshold for bonds. Also consider holding informational and training sessions with contractors and subcontractors who do not normally bid on public work in order to increase their opportunities and bidding competition.
Revised Building Code Building Code revisions effective March 1, 2009 may affect the timely issuance of building permits for projects that were designed under the Sixth Edition of the Building Code.	There are two ways in which the Department of Public Safety can remedy potential delays caused by new Building Code Revisions:  Applicant may apply for variances from the Building Code Appeals Board (BCAB).  Members of the Board of Building Regulations and Standards may consider an extension of the concurrency period so that permit applicants may continue to design and build to the Sixth Edition of the Code.

<sup>\*</sup>For more information on Permitting, Procurement and Workforce, please see Section III, Cross-Cutting Task Force Overview

## 8. Metrics for Measuring Success

Agencies must measure their success in meeting the objectives for state facilitate and court projects funded under the Federal Act and in delivering each project consistent with quality, time and cost expectations. To ensure this important level of accountability and transparency, agencies should measure and report on the following metrics.

## Metrics

Metric	Description	Method for Monitoring / Measurement
Jobs	Number of jobs created and duration for which they were created by each project funded.	Develop a system for tracking and analyzing total workers onsite per day through certified payroll or daily field reports; develop other methods to track indirect employment (e.g., income multipliers).
Facilities condition	Number of facilities improved and measurement of extent of improved condition based on Facilities Condition Index (FCI).	FCI = (Total Cost of Repair Backlog/Total Replacement Cost);     DCAM uses CAMIS database     DHCD uses Capital Improvement database     Number of projects removed from the Pending Capital Replacement Project

		list.
Long-term benefits	Administration infrastructure investment priority or priorities furthered; state agency core functions, missions and/or long-term programmatic goals furthered in some material and measurable way.	Work closely with the client agency through the analysis of operational improvements in terms of quality and quantity pre and post capital project.     Evaluate the long-term impacts through the number of people served by the facility improvement.
Efficiencies	Operating savings achieved through energy efficiency projects.	Track the facility operating costs pre and post capital project.  See the Energy Task Force section for specific energy efficiency metrics.
Diverse Benefits	Measure the geographic diversity of the investments.  Number of different state agencies benefitted; number of different state companies benefitted; number of different trades benefitted; number of different communities benefitted.	Number of state agencies     Number of companies in-state     Number of trades     Number of cities/towns
Project Delivery	Actual federally funded project delivery milestones and cost vs. federally funded projected schedule and budget.	Track schedule and budget performance against established metrics through web based cost control systems (Prolog, Expedition, MMARS, etc).
Change Orders	Change orders as a percentage of Federal Act development cost.	Limit total non-owner driven change orders to less than 10% of project cost.

## **Transportation Task Force**

#### 1. Introduction

The Transportation Project Delivery Task Force was established to provide guidance to Governor Patrick with respect to the following:

- 1. Development of transportation project and program proposals,
- 2. Strategies to ensure project readiness,
- 3. Approaches to project prioritization, and
- 4. Identification of impediments to project delivery.

The Task Force membership included the following members of the Mobility Compact:

- Executive Office of Transportation (EOT)
- Massachusetts Highway Department (MassHighway)
- Massachusetts Bay Transportation Authority (MBTA)
- · Massachusetts Aeronautics Commission (MAC)
- Massachusetts Association of Regional Transit Authorities (MARTA)
- Massachusetts Turnpike Authority (MassPike)
- Massachusetts Port Authority (Massport)
- Department of Conservation and Recreation (DCR)
- · Woods Hole, Martha's Vineyard and Nantucket Steamship Authority (Steamship Authority)

In addition to the Mobility Compact agencies, the Task Force included more than a dozen business and advocacy stakeholder groups. The full membership of the Task Force can be found in Section 2.

The first meeting of the Task Force was held on December 22, 2008, after which it met weekly on Tuesdays until January 20, 2009. All meetings were held at the Massachusetts State Transportation Building at 10 Park Plaza, Boston. In addition to the weekly opportunity to provide input on the issues being considered by the Task Force, members were also encouraged to submit comments to the Task Force at any time, and many did provide memos or forward journal articles to advocate for a particular strategy for addressing these issues. Task Force participation was outstanding and many hours of thoughtful and helpful input was provided by the Task Force members. The Task Force Chair, Undersecretary and Chief Operating Officer Jeffrey Mullan, and his staff were ultimately responsible for developing recommendations to the overall Operation Recovery effort.

EOT's Office of Transportation Planning established the Mobility Compact Operation Recovery Technical Committee (MCORTC), consisting of the Mobility Compact members, to delve deeper into the details of project readiness and budgets, as well as other project information requests of Task Force staff. The MCORTC played a critical role in identifying both challenges to implementing a large program of investments on an accelerated schedule, and the necessary agency-specific tasks for overcoming these impediments.

The Task Force ultimately helped identify a list of 451 projects and programs for implementation by member agencies of the Mobility Compact. The Task Force focused first on projects that could be

made ready to go quickly, focusing on milestones of 90-days and 180-days as well as those that could be ready within 1-and 2-year time frames. The definition for readiness was the issuance of "Notice to Proceed (NTP)." This implies a signed contract with encumbered funds, whether for construction, procurement, or contractor services.

The table below provides a high-level breakdown of the projects by implementing agency and whether they would be ready to go within 180 days or between 180 days and two years.

Agency	Total 180-Day Project Count	Total Federal Act Requested (Millions)
MassHighway	47	\$419.8
MBTA	35	\$785.5
MAC	51	\$35.2
RTAs	19	\$137.8
MassPike	21	\$56.8
Massport	16	\$122.7
DCR	29	\$251.0
Steamship Authority	3	\$8.1
EOT	16	\$122.8
TOTAL	237	\$1,939.7

Agency	Total Two-Year Project Count	Total Federal Act Requested (Millions)
MassHighway	143	\$1,062.9
МВТА	52	\$1,008.1
MAC	77	\$118.7
RTAs	21	\$152.8
MassPike	69	\$183.3
Massport	29	\$299.5
DCR	42	\$330.7
Steamship Authority	3	\$8,1
EOT	15	\$131.1
TOTAL	451	\$3,295.2

## 2. Members

Name	Title	Agency / Organization
Mullan, Jeffrey (Chair)	Undersecretary and Chief Operating Officer	Executive Office of Transportation and Public Works (EOT)
Anderson, David	Deputy Chief Engineer for Design	MassHighway
Bachrach, George	President	Environmental League of Massachusetts
Bain, Rachel	Planner	EOT Planning
Bench, Clinton	Deputy Director	EOT Planning
Bolling, Bruce	Executive Director	MassAlliance
Branger, Amy	Chief of Staff	EOT
Brennan, Tim	Executive Director	Massachusetts Association of Regional Planning Agencies
Bresnahan, Guy	EOT Ombudsman	EOT Planning
Cavicchi, Peter	Assistant Chief Engineer	MassPike
Collura, John	Professor of Civil Engineering and Director	University of Massachusetts Transportation Center
Darov, Anatoly	President	Boston Society of Civil Engineers
Dimino, Rick	President and CEO	A Better City
DiPaolo, Tom	Assistant Chief Engineer	MassHighway
Dorant, Joe	President	Massachusetts Organization of State Engineers and Scientists
Draisen, Marc	Executive Director	Metropolitan Area Planning Council
Ernst, Helmut	Chief Engineer	MassPike
Feher, Matthew	Senior Legislative Analyst	Massachusetts Municipal Association
Garcia, Denise	Manager of Aviation Planning	Massachusetts Aeronautics Commission
Goodman, Abby	Executive Director	American Council of Engineering Companies
Gupta, Vineet	Director of Planning	Boston Transportation Department
Hamwey, Scott	Consultant	Planners Collaborative
Hart, Christopher	Project Director – Urban Design and Transportation	Adaptive Environments
Jessen, Klark	Director of Communications	EOT
Kolesar, Mary	Senior Analyst	Office of Inspector General
Lamson, Wayne	General Manager	Steamship Authority
Leary, Andrea	Consultant	Transportation Management Association representative

Name	Title	Agency / Organization	
Leiner, Craig	Deputy Director	Massport Surface Transportation	
Leroux, Andre	Executive Director Smart Growth Alliance		
Luberoff, David	Executive Director	Rappaport Institute for Greater Boston – Harvard University	
Lynds, Cathy	Manager of Sustainable Programs	EOT Planning	
Marlow, Ron	Assistant Secretary for Access and Opportunity	Administration and Finance	
Matthews, Paul	Executive Director	495/Metrowest Partnership	
Meservy, John	Director of Capital and Facilities Planning	Partners Health Care	
Mohler, David	Deputy Secretary	EOT	
Murray, Jack	Deputy Commissioner	Department of Conservation and Recreation	
Nally, Thomas	Planning Director	A Better City	
Noel, George	Director of Labor	Executive Office of Labor and Workforce Development	
Orsino, Jeannette	Executive Director	Massachusetts Association of Regional Transit Authorities	
Palmer, Bill	Planner	EOT Planning	
Pourbaix, John	Executive Director	Construction Industries of Massachusetts	
Quinones, Susan	Director of Interagency Affairs	EOT	
Richards III, Lowell	Chief Development Officer	Massachusetts Port Authority	
Robertson, John	Deputy Legislative Director	MMA	
Rudikoff, Angela	Director of Civil Rights	EOT	
Russell, Carrie	Staff Attorney	Conservation Law Foundation	
Shaw, Al	Director of Interagency Affairs	MassHighway	
Smith, Robb	Director of Policy and Planning	Executive Office of Labor and Workforce Development	
Stepter, Trellis	Director of Governmental Affairs	EOT	
Stern, Wendy	Undersecretary of Planning and Programs	ЕОТ	
Sullivan, Jake	Federal Relations	City of Boston	
Sullivan, Tim	Legislative and Communications Director	AFL-CIO	
Tinlin, Tom	Commissioner	City of Boston Transportation Department	
Waaramaa, Eric	Deputy Director, Financial	Massachusetts Bay Transportation	

Name	Title	Agency / Organization
	Planning	Authority
Wallace, David	Director of Apprentice Training	Executive Office of Labor and Workforce Development
Whitmore, Toni	Director of Community Relations	EOT

#### 3. Key Objectives for the Transportation Project Delivery Task Force

The Transportation Project Delivery Task Force's main objective was to provide a work plan (this chapter) to the Governor that identified a list of transportation infrastructure and program investments, based on the readiness criteria that would both contribute to the revival of the Commonwealth's economy (and in conjunction with similar efforts in other states, territories, and the District of Columbia, the nation's), and also help position the Massachusetts transportation system to meet the needs of the future. The Task Force was asked to develop both strategies to ensure project readiness and approaches to project prioritization, as well as identify and address any gaps or barriers that may impede the prompt expenditure of available Federal funds. In the course of developing this work plan, the Task Force was also charged with gathering a consistent set of information (detailed description, project location, cost and cash flow, implementation schedule and readiness, and responsible agency) for all prioritized projects.

For a number of reasons, the planning and programming of transportation investments typically requires a long lead time. The environmental permitting process is often triggered by even relatively small transportation projects. Since most projects are implemented within existing travel corridors in use by the general public, safety and construction staging issues require considerable forethought. The stable and reasonably predictable flow of available funding for transportation investments creates a climate where project design work is targeted for completion to coincide with the availability of project funding—there is no large backlog of fully-designed projects that could be implemented should money suddenly become available. Therefore, now that new money, as described in the Federal Act, may be available for the implementation of new projects and programs, the Task Force out of necessity focused its initial work on identifying those projects that were ready for implementation.

The obvious goal of any Federal economic stimulus bill is to support new economic activity, primarily through the creation of new jobs as well as the retention of existing jobs. Given the seriousness of the current economic crisis, the Task Force has operated under the assumption that the funds allocated in the Federal Act, or at least a sizable portion of them, will be spent on "shovel-ready" projects that can be implemented within 180 days. For the purposes of evaluating project readiness, the Task Force considered projects to be ready within 180 days if a notice to proceed (NTP) could be given within 180 days. Since the Task Force was also able to identify a number of other projects that would advance the other important goals described in this section, projects requiring a somewhat longer implementation lead time (up to two years for an NTP) were also evaluated and, where appropriate, included in this work plan.

It is important to note that throughout the work of the Task Force, a parallel process has been underway in Congress and at the United States Department of Transportation (USDOT). EOT Staff and Task Force members have been in regular communication with elected officials and with the regional offices of both the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA). This has meant that terms such as "shovel-ready", NTP, "obligate", advertisement/bid date, award date, etc. have been evolving. As these terms are better defined in the forthcoming Federal Act and additional Federal guidance, the list of projects is likely to change.

#### Governor's Guiding Principles

Governor Patrick asked the Task Force to ensure that the prioritized investments identified in the work plan be consistent with a set of Guiding Principles for Operation Recovery. These principles are described in the table below.

Guiding Principles	Description	
Invest for the Long Term	All projects under this program should have a long-term benefit, in addition to the stimulus effect of putting people back to work now.	
Limit Impact on Operating Budgets	Prefer investments that will reduce – or at least not add to – demands on the operating budget.	
Follow Established Infrastructure Priorities	Make choices based on the infrastructure recommendations recently approved at the Development Cabinet.	
Diversify	Subject to whatever constraints there may be in the Federal Act, prioritize projects for funding in a manner that ensures funds will be allocated across a variety of industries and geographic locations.	
Buy Massachusetts	To the extent possible, contract with Massachusetts contractors, purchase goods and services from Massachusetts companies, and hire Massachusetts people.	

The projects and programs identified in Section 5 of this chapter are consistent with these five Guiding Principles to the extent possible. All of the infrastructure investments recommended by the Task Force represent long-term investments that will enhance the mobility of both people and goods in the Commonwealth well beyond the duration of the current recession. Although some of the recommended investments feature minor increases in operating budgets, these are balanced both by the positive impacts they have for the Commonwealth's economic competitiveness and the overall reduction in operating budgets realized should all of the Task Force's recommendations be implemented.

While not all of the Development Cabinet's infrastructure priorities (see *Appendix 1*) are directly relevant to transportation, the Task Force's program of investments is consistent with those that are. Although an analysis for the full list of recommendations has not been conducted, 45 of the 235 projects that could be ready to go within 180 days are located within gateway plus cities. All of the projects and programs in Section 5 promote mobility and congestion reduction.

The list of projects reflects the diversity of transportation needs in the Commonwealth. Geographically, the list includes projects from each of Massachusetts' 13 regional planning districts, and the majority of the Commonwealth's 351 cities and towns. Of those projects that can be ready to go within 180 days, 32 are located in regionally designated low-income census tracts and 55 are located in regionally designated minority census tracts. The list also features projects and programs covering the range of modes and facility types represented in Massachusetts—roadways, passenger and freight rail lines, local and express buses, rapid transit services, bicycle and pedestrian facilities, airports, and seaports.

The implementation of the Task Force's recommendations will immediately and significantly address the central goal of the Federal Act—the creation of jobs. Approximately 24,000 jobs are estimated to be created by the \$1.9 billion in projects that will be ready by August 31, 2009. This estimate will change with the ultimate amount available through the Federal Act. The jobs will overwhelmingly be filled by residents of the Commonwealth. The architecture, engineering, and construction sectors in

Massachusetts have a proven track record of meeting the challenge of providing the labor needed to implement large-scale infrastructure construction projects.

Many of the recommendations, particularly programmatic ones like the Transit Customer Service Improvement Program, feature technical elements that must draw on the talents of a highly skilled and knowledge-based workforce, one that is readily and uniquely available in Massachusetts. There could also be a number of public agency staff positions filled by the implementation of the Federal Act. These new jobs—primarily in project delivery and oversight roles—would largely be filled by Commonwealth residents. And while the manufacture of materials and equipment implied by these recommendations (vehicle procurements, construction equipment, asphalt, steel, etc.) will primarily occur outside of Massachusetts, the Commonwealth is well positioned to "export" our own residents' skills and services to other states' implementation of economic stimulus funded projects and programs.

### Task Force Guiding Principles and Criteria

The Task Force determined at the outset of its work that the timing of the Federal Act was fortuitous given the recent completion of the first phase of EOT's strategic planning effort—youMove Massachusetts. Phase one of this effort included an extensive statewide civic engagement process with the goal of identifying mobility gaps and challenges experienced by users of the Commonwealths' transportation system. The product of this public-driven process, which collected more than 700 individual comments, was the development of ten organizing themes to guide the prioritization of future infrastructure and programmatic investments (the objective of youMove Massachusetts' upcoming second phase). The development of these themes in November 2008 provided the Task Force with an opportunity to inform the identification of recommended investments with input from a recent and extensive civic engagement campaign.

### 4. "Shovel-Ready" Projects

The Task Force determined at the outset of its work that the timing of the Federal economic stimulus bill was fortuitous given the recent completion of the first phase of the EOT's strategic planning effort—youMove Massachusetts (www.mass.gov/youmovemassachusetts.org). Phase one of this effort included an extensive statewide civic engagement process with the goal of identifying mobility gaps and challenges experienced by users of the Commonwealth's transportation system. The product of this public-driven process, which collected more than 700 individual comments, was the development of ten organizing themes to guide the prioritization of future infrastructure and programmatic investments (the objective of youMove Massachusetts' upcoming second phase). The development of these themes in November 2008 provided the Task Force with an opportunity to inform the identification of recommended investments with input from a recent and extensive civic engagement campaign.

Although the projects were not specifically prioritized for this report, the Task Force identified several important considerations for advancing projects under the stimulus program. In addition to the timesensitive measures related to the issuance of a contract notice to proceed (NTP). The Task Force considered two other criteria when evaluating projects and programs. The first was for modal diversity. Provided that eligible projects existed for each mode (highway, fixed route public transportation, paratransit, bicycle, pedestrian, water, air and freight) the Task Force agreed that all modes should be represented in the package of recommendations. The second related to cash flow.

The youMove Massachusetts themes along with the criteria identified by the Task Force are listed and described in the table below.

Evaluation Criteria	Description
Notice to Proceed within 180 days	Responsible agency could give a notice to proceed on a

Evaluation Criteria	Description
	contract to begin implementation within 180 days (by August 2, 2009)
Notice to Proceed within two years	Responsible agency could give a notice to proceed to begin implementation within two years (by February 1, 2011)
Modal Diversity	Ensure that all modes of travel are represented in the ultimate program of recommended projects
Cash Flow	All else being equal, favor those projects with front-loaded expenditures that would result in more jobs or economic activity earlier in their implementation schedule
youMove Massachusetts (YMM) Theme 1: Improve Transportation System Reliability	Prioritize projects that help to minimize travel delays and result in more consistent travel times.
YMM Theme 2: Focus More Attention on Maintaining our Transportation System	Prioritize projects that can extend the useful life of assets.
YMM Theme 3: Design Transportation Systems Better	Prioritize projects that modernize the design of existing assets.
YMM Theme 4: Encourage Shared Use of Infrastructure	Prioritize projects that facilitate the sharing of rights of way among multiple modes.
YMM Theme 5: Increase Capacity by Expanding Existing Facilities and Services	Prioritize projects that expand transportation capacity, both through the more efficient management of existing corridors and through new capital investments.
YMM Theme 6: Create a More User-Friendly Transportation System	Prioritize projects that make information more accessible to system users and make the travel experience more comfortable and welcoming.
YMM Theme 7: Broaden the Transportation System to Serve More People	Prioritize projects that broaden transportation services to serve more and different users in new locations.
YMM Theme 8: Provide Adequate Transportation Funding and Collect Revenue Equitably	In an era when our transportation funding falls far below our needs, it is imperative that both new funds and new efficiencies be identified, and that the burdens placed on system users is fair and appropriate.
YMM Theme 9: Minimize Environmental Impacts	Prioritize projects that make our transportation system more environmentally sustainable.
YMM Theme 10: Improve Access to our Transportation System	Prioritize projects that provide more and better access to our transportation system.

# 5. Projects (180-days)

The projects presented below are organized into eight categories and related initiatives. A detailed table containing all of the projects is presented in *Section IV Project List*.

Categories and Initiatives (180-Days)	Projects	Total Federal Act Requested (Millions)
Access to Transit		
Elevator Installation	1	\$7.7
Platform Upgrade	2	\$14.7
Subtotal	3	\$22.4
Asset Maintenance and Improvement		
Airport Infrastructure and Safety Improvement	28	\$59.9
Bridge Rehabilitation and Replacement	19	\$264.5
Bridge Deck Reconstruction	1	\$14.0
Interstate Highway Maintenance	2	\$23.8
Other	8	\$165.2
Road Resurfacing	30	\$100.8
Roadway Safety	8	\$14.5
Runway Resurfacing	29	\$24.7
Streetscape	3	\$5.6
Subway and Commuter Rail Station Upgrade	5	\$66.6
Transit and Highway Facility Improvement	13	\$73.5
Water Transportation Enhancement	16	\$99.6
Subtotal	161	\$892.7
Capital Equipment Acquisition		
Bus, Maintenance Vehicle and Van Acquisition	5	\$88.2
Computer and Technical Hardware Upgrade	11	\$53.3
Locomotive / Coach Acquisition	3	\$260.0
Subtotal	19	\$401.5
Congestion Relief		
Interchange Reconstruction	1	\$38.8
Intersection/Roadway Reconstruction/Improvement	7	\$91.5
Rail Double Track Construction	4	\$92.0
Rail Track Rehabilitation	6	\$76.0
Railroad Grade Crossing Improvement	1	\$7.6
Railroad Signal System Upgrade	4	\$124.4
Signal Modernization	1	\$4.6

Categories and Initiatives (180-Days)	Projects	Total Federal Act Requested (Millions)
Subtotal	24	\$434.8
Customer Service Enhancement		
Other	6	\$52.3
Wayfinding / Signage	11	\$38.4
Subtotal	15	\$70.7
Rail Infrastructure Assistance	1	\$25.0
Safe Routes To School	5	\$13.8
Statewide Trails	7	\$58.8
TOTAL	237	\$1,939.7

## 6. Agency Staffing Plans

The following table provides a summary snapshot of the staffing needs discussed in more detail throughout this section.

Federally funded FTE Request Based on Agency Staffing Analysis	MassHighway	МВТА	MAC	RTAs	MassPike	Massport	DCR	Steamship Authority	EOT
180-Day Ready	172	0	6	0	0	0	*	0	1
Two Year Projects	172	0	6	0	0	0	**	0	1

See also Section II, State Facilities and Courts Task Force Report

The following discussion of staffing plans reflects the means by which each agency procures goods and services, which vary considerably. The transportation agencies that comprise the Mobility Compact include 19 authorities (MTA, Massport, MBTA, the Steamship Authority, and the fifteen regional transit authorities represented by MARTA). MassHighway and the Massachusetts Aeronautics Commission are within EOT and DCR is within EOEA. In addition, MAC oversees 37 public use airports and other facilities. Some of these agencies (MassHighway, MBTA, MassPike, and Massport) regularly oversee large-scale capital projects directly while others have small staffs that rely upon outside contractors.

## Agencies with Considerable Staffing Needs

Because MassHighway is overseeing a large program of construction projects in part due to the Accelerated Bridge Program (ABP), the addition of projects due to the Federal Act would trigger the need for considerable additional staffing resources. Based upon input from Project Management,

Environmental Services, Right of Way, and Construction, it is estimated that MassHighway will need staffing support of approximately 172 people for its \$419 million 180-day program. This estimate is based on input from project development and construction staff.

In both pre-construction and construction activities, it is critical to note that the number and complexity of projects can result in dramatic variations in staffing requirements. For example, resurfacing projects within MassHighway-owned right of way required far less staffing than roadway reconstruction projects in municipalities, which have longer pre-construction planning and permitting requirements and usually involved right-of-way acquisitions. Furthermore, since highway funds provided by the Federal Act must be spent in accordance with Title 23 USC, strict FHWA oversight is required. This FHWA oversight requires MassHighway to retain adequate qualified staff to manage and oversee design and construction work. Failure to meet FHWA staffing expectations could result in the withholding or forfeiture of all federal highway funds -- not just new stimulus funds.

#### **Agencies with Modest Staffing Requirements**

EOT would require small staffing increases to oversee project procurements associated with some programmatic elements as well as project management staff to oversee the additional rail projects.

DCR's staffing needs will depend in part on the form of the transportation funding. The roads, shared use path, and bridge projects may be implemented by MassHighway, which would have a formula similar to the staffing requirements above. DCR's analysis for the State Facilities and Courts Task Force Report identified the need for approximately 57.5 staff for \$280 million in projects funded by the Federal Act. This included ongoing projects to be accelerated and new projects.

MAC would require an additional six engineers to implement its identified projects for the 37 publicuse general aviation airports throughout the Commonwealth. Currently, MAC has two engineers. The responsibilities of these engineers would include the following: 1) Limited design scoping with the airports and their respective consultants; 2) Reviewing project cost estimates, plans, specifications, and bid documents; 3) Performing field inspections at the airports; 4) Reviewing and approving all payment vouchers, as-built plans, and project close-out documentation.

#### Agencies with Staff Capacity

The MBTA, MARTA, MassPike, and Steamship Authority each have either sufficient in-house staffing or the contract vehicles in place to hire consultants to perform the needed project management oversight and procurement.

## 7. Barriers and Obstacles to Achieve Objectives

The Mobility Compact Agencies will design and construct projects and procure equipment with the funds made available by the Federal Act. This will result in pressures in a range of areas. Mobility Compact Agencies were interviewed about their proposed approach to implementation. There are several common themes, as well as agency-specific concerns to be addressed.

Barrier / Obstacle	Mitigation Strategy / Actions Required
Procurement	See recommendations of Procurement Task Force
The procurement process is lengthy in many agencies. Hiring contractors for preconstruction or construction services takes a long time and can only be expedited as internal resources permit.	
Hiring	Utilize temporary positions to hire former
Hiring new staff to work at the agencies is also lengthy. Once employees are on-board,	employees and others to assist with project development and other pre-contract activities.

Barrier / Obstacle	Mitigation Strategy / Actions Required
they need to be trained. This means that there is a lag between the advertisement of a position opening and the ability of the new hire to contribute effectively to the agency's project work. As a result of the completion of contract work for the CA/T project at the end of 2008, there may be hiring opportunities among the staff who previously worked on those contracts.	Consider use of outside placement agency for new hires.  For additional actions, see recommendations of Work Force Task Force.
Work Flow	Work with other agencies seeking construction
It is essential that the advertisement of projects be staggered so that contractors have adequate time to respond with competitive bids. Otherwise, the contractor community can find it challenging to respond	bids to ensure a steady flow of advertisements. Announce advertisement schedule in advance and publish widely. (See recommendations of Procurement Task Force)
to all bid requests.	Distribute the work in several ways, including geographically, modally, programmatically, and by contract type.
	Accelerate existing construction projects or advance projects that do not interfere with use of the facility (i.e. do not require lengthy lane closures or service interruptions).
Seasonal issues  Many projects are advertised to coincide with the construction season, which excludes the winter months. In most cases, for a project to be under construction in 2009, it should be advertised for construction in February or March 2009.	For any new projects that are added to the list, prioritize preparation of bid packages to the extent feasible to complete seasonal work prior to the end of the 2009 construction season.
Supplies	Work with industry officials to strategize on ways to
In certain types of construction, the supply of materials is limited. For example, the number of suppliers of asphalt for road paving is small, which means that there may be constraints on the supplies if too many road projects are underway simultaneously. This could lead to price escalation.	manage procurement of materials to manage supply and demand.
Lag Time	Place orders as soon as possible and defer other
Construction requiring the manufacture of steel must build in sufficient lead time to place orders for steel and await its fabrication and delivery. This is true for other manufactured materials. Price escalation is also a concern.	orders to meet industry capacity.
Bonding	See recommendations of Procurement Task Force.
The tightening of credit has impacted the surety business. Contractors are facing tougher scrutiny when they are seeking the required bonding in order to bid on large construction projects. This can create a	

Barrier / Obstacle	Mitigation Strategy / Actions Required
barrier for the formation of new construction companies.	
Limited Number of Qualified Construction Companies  Out-of-state construction companies have been responding to bids in Massachusetts because there is less work in their home states. Because the Federal Act will result in construction projects throughout the nation, these firms might not bid on Massachusetts construction jobs. In addition, the prequalification requirements limit the number of firms able to bid on projects. Nevertheless, representatives of the construction industry have indicated that they will have sufficient capacity to respond to additional project advertisements.	Similar to other task forces, work with industry associations and agencies to proactively notify contractors of the opportunity for work and to assist them in getting certified/prequalified. Public agencies should also identify opportunities to streamline the certification/prequalification process. Consider implementing the Condensed Prequalification Process proposed by the Procurement Task Force.
Permits  Permitting requirements should not be overlooked. Several agencies described the challenges of obtaining permits from local conservation commissions for projects within existing rights-of-way.	The Permitting Task Force recommended a number of solutions to address this barrier. However, EOT reiterates that interagency cooperation will be needed to ensure quick implementation of projects.
MassHighway Staffing MassHighway is already undertaking a dramatically larger road and bridge program than they have done in the past. This impacts both pre-construction activities and construction. On the design side, with the Accelerated Bridge Program (ABP) underway MassHighway is positioned to deliver this aggressive program throughout 2009. In order to implement ABP, employees transferred out from other MassHighway sections, leaving vacancies that remain unfilled. Positions will need to be filled and additional staff will be needed in order to advance additional design projects quickly	See discussion above. Some of the shortfall can be addressed by focusing on resurfacing projects, using on-call consultants, retirees, and temporary hires. Overall, a substantial effort will be needed to ensure that the staffing resources are available.  For additional actions, see recommendations of the Work Force Task Force.
MassHighway Construction Documents Once a project is ready for advertisement, it is transferred to the construction contracts section of MassHighway. This group reviews final designs for constructability and puts together the packages that the contractors use to bid construction projects. Additional employees are needed to address current demands and more would be needed if activity levels increase considerably.	Hire additional staff for construction contract section.
MassHighway Procurement (Issuing Notice to Proceed)	See recommendations of Procurement Task Force.

Barrier / Obstacle	Mitigation Strategy / Actions Required
On the construction side, the department is currently undertaking an ambitious program due to ABP. Through effective reforms in the pre-construction process, projects are being advertised more quickly than in the past. Previously, it took an average of 104 days from bid opening to NTP and this has been reduced to an average of 59 days. Further, the recent economic downturn in private construction has increased the supply of trained workers. But consideration must be given to making sure that the flow of road and bridge construction does not end up creating competition among agencies such as MassHighway, the MBTA, DCR, or the MassPike, all of whom own roads and bridges	
MBTA and MTA Board Meetings The MBTA and MTA Boards meet monthly; which may not be frequently enough to advance time sensitive projects quickly, where spending within prescribed dates is required.	The approval process could be improved, specifically for projects under the economic stimulus initiative, by securing Board approval for the entire program with appropriate reporting requirements; preserving the Board's fiduciary responsibilities while eliminating the requirement for approval of individual projects within the program.
Department of Conservation and Recreation Resource Constraints DCR is an EOEA agency. They have limited staffing to manage new projects beyond their current program and would rely on consultants to do their design work. They also face competition for consultants and contractors with other road and bridge agencies.	See narrative and recommendations in the State Facilities and Courts Task Force.  For additional actions, see recommendations of the Procurement Task Force.
Federal Funding Eligibility Constraints The current U.S. House of Representatives stimulus proposal limits eligible projects to those that can be funded under existing Title 23 rules. This results in the exclusion of projects on most local roadways.	There would be substantial value in instituting a Community Transportation Infrastructure Assistance Program to supplement funding and support of the Chapter 90 Local Roads Program. The Commonwealth, along with its municipalities, should advocate during Congressional deliberations for the expansion of funding eligibility to include any transportation projects for which Massachusetts General Law allows state financial support.

For information on Procurement, Permitting and Workforce, see Section III, Cross-cutting Task Force Overview.

# 8. Metrics for Measuring Success

There are a number of ways to measure the success of transportation-related projects and programs. Throughout the implementation of the Federal Act, it will remain critical to focus on its central

purpose, which is job creation and job retention. It will also be important to determine how effectively the projects and programs are supporting the Commonwealth's organizing principles and the policy directives of the new administration.

Ultimately, the key measure of success will be whether the job gets done. In other words, the projects identified on the list must be able to be implemented on schedule. The Transportation Project Delivery Task Force devoted considerable energy to determining project readiness. Mobility Compact members were asked to identify projects that could begin implementation at four initial intervals of 90 days, 180 days, one year, and two years. Projects can begin implementation soon after the execution of a contract whether for procurement, consultant services, or construction.

Because most if not all of the projects are likely to be funded through traditional transportation funding channels administered through USDOT agencies, readiness will be defined by the impending Federal Act. The House Appropriations Committee version of the bill identifies a number of measures related to the awarding of contracts and includes the forcible redistribution of unobligated funds. With these considerations in mind, the following are proposed metrics for measuring the success of the Federal Act for transportation projects.

#### Metrics

For each of these metrics, it is suggested that a list be prepared showing all of the projects and a timeline, which summarizes the number of projects or procurements that achieve a particular milestone each week.

Metric	Description	Method for Monitoring / Measurement
Design Contract Awards	For pre-construction services or procurements, tracking of the number achieving various milestones in the contracting process	Prepare monthly reports on the number of projects that achieve:  Completion of Project Scope and Estimate
		Approval of Request for Response (RFR)
		Advertisement of RFR or Procurement
		Selection of Consultant or Vendor
TE COLLIGATION CONTRACTOR CONTRAC		Fee Negotiation and Contract Execution or Purchase
Construction Activities	For construction services or procurements, tracking of the number achieving various milestones in the	Prepare monthly reports on the number of projects that achieve:  Advertisement
	contracting process	Bid Documents Opening
		Contract Awards
		Issuance of Construction Notice to Proceed
Jobs	Number of jobs created and duration for which they were created by each project funded.	Incorporate systems for measuring job activities through payroll reporting and other tracking

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		measures.
Long-term benefits	Consistency with Governor's organizing principles and youMove Massachusetts Themes	Report on quantity of and investments associated with projects addressing various themes and principles on a monthly basis

## III. Cross-cutting Task Force Overview

## **Permitting Task Force**

### 1. Introduction

The Permitting Task Force is charged with developing a process to speed up state and local permitting processes for ready-to-go Federal Act projects identified in the work plans. The Task Force focuses its efforts on ways in which to expedite the permitting and review process while also maintaining the state's high standards of environmental protection and other land use objectives.

The Task Force utilized an existing forum – the Interagency Permitting Board – and supplemented the membership to include all potential stakeholders in the deliberations. Membership includes nearly all state stakeholders involved with permitting and review during the development process, including quasi-public partners such as the Massachusetts Bay Transportation Authority, Massachusetts Port Authority and MassDevelopment. Participating agencies and organizations are as follows:

- Executive Office of Housing and Economic Development
- Massachusetts Permit Regulatory Office
- Department of Housing and Community Development
- · Massachusetts Office of Business Development
- Office of Consumer Affairs and Business Regulation
- Executive Office of Energy and Environmental Affairs
- Department of Environmental Protection
- Department of Fish and Game
- Executive Office of Transportation and Public Works
- Executive Office of Labor and Workforce Development
- Department of Labor
- · Division of Capital Asset Management
- · Department of Public Safety
- Joint Committee on Consumer Protection and Licensure
- Massachusetts Bay Transportation Authority
- Massachusetts Port Authority
- MassDevelopment
- Massachusetts Building Trades Council
- South Shore Building Trades Council
- Massachusetts Municipal Association
- City of Attleboro
- City of Lowell
- Town of Foxborough

Cross-cutting Task Force Overview Page 99 of 464 The Permitting Task Force met six times between December 22, 2008 and January 26, 2009 to develop a strategy to speed the permitting and review of Federal Act projects. The results of these deliberations include agency-specific remedies and the establishment of a multi-agency framework to review and advance complicated projects involving multiple reviews by a variety of state, local and federal agencies.

Expedited permitting and related review is critical to the successful deployment of Federal Act funding. Through an expedited review process, the Patrick Administration will maximize the number of eligible projects for federal infrastructure dollars and therefore maximize the stimulus effect of that spending.

### 2. Members

Name	Title	Agency / Organization
Bialecki, Gregory (chair)	Undersecretary for Business Development	Executive Office of Housing and Economic Development
Anderson Lamoureux, April	Permit Ombudsman/Director	Massachusetts Permit Regulatory Office
Ayrassian, Gary	Planner	City of Attleboro
Baacke, Adam	Assistant City Manager	City of Lowell
Brennan, Andrew	Director of Environmental Affairs	Massachusetts Bay Transportation Authority
Buckley, Jack	Deputy Director	Division of Fish and Game
Caspbarra, William	Building Commissioner and Director of Code Enforcement	Town of Foxborough
Clarke, Sandra	Chief of Staff	Office of Consumer Affairs and Business Regulation
Dalzell, Stewart	Deputy Director, Environmental Planning & Permitting	Massachusetts Port Authority
Feher, Matthew	Senior Legislative Analyst	Massachusetts Municipal Association
Gaertner, Kurt	Planning Coordinator	Executive Office of Energy and Environmental Affairs
Gatzunis, Thomas	Commissioner	Department of Public Safety
Goodman, Nancy	Vice President for Policy	Environmental League of Massachusetts
Hunter, Michael	Director, Business Resource Team	Massachusetts Office of Business Development
Kimmell, Ken	General Counsel	Executive Office of Energy and Environmental Affairs
Lehan, Richard	General Counsel	Department of Fish and Game
Lucien, Lionel	Manager, Public-Private Development Unit	Executive Office of Transportation and Public Works
Marlin, Rich	Legislative Director	Massachusetts Building Trades Council

Name	Title	Agency / Organization
McGrail, Robert J.	Director of Special Projects	Executive Office of Labor and Workforce Development
McMahon, Martha	Deputy General Counsel	Division of Capital Asset Management
Meeker, Carol	Deputy General Counsel	Division of Capital Asset Management
Miller, Michael	Senior Vice President for Real Estate	MassDevelopment
Moran, Gary	Deputy Commissioner	Department of Environmental Protection
Murphy, Alana	Policy Director	Department of Housing and Community Development
Noel, George	Director	Department of Labor
Rizzi, Robert	President	Quincy & South Shore Building Trades Council
Rodriques, Michael	Chairman	Joint Committee Consumer Protection and Licensure
Weinberg, Philip	Associate Commissioner	Department of Environmental Protection

Individual members should not be construed to have endorsed the contents of this report.

## 3. Permitting Task Force Objectives

Building on the Governor's charge for the Permitting Task Force and the guiding principles he articulated for the projects to be funded under the Federal Act, the Task Force agreed to use the following questions about the permitting process to guide the Task Force in its deliberations and in the development of its recommendations:

- How can state agencies expedite permitting and related reviews for priority projects in order
  to maximize the number of projects eligible for Federal Act funding? For this exercise, the
  Task Force assumed that six months would be available to complete all project reviews,
  issue permits and complete the procurement process. With this six-month period the Task
  Force assumed there is a 90 day window to complete the permitting process.
- What resources are necessary to complete 90-day reviews? Agencies were asked to
  evaluate the current capacity of their organization and additional resources that may be
  necessary to improve efficiencies and meet the anticipated demand created through a federal
  recovery bill. Agencies were also asked to consider innovative avenues for expediting
- How can all applicable agencies collaborate most effectively to address the needs of individual project proponents?

In response to the aforementioned questions, all agencies participating in the Permitting Task Force have committed to the following Statement of Commitment:

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Participating agencies commit to the following principles for any state or federal infrastructure project identified as a priority project by the Patrick Administration during the CY 2009 – 2010:

- · Projects will be given administrative priority;
- · Projects will be assigned to dedicated project managers within each agency;
- Permitting decisions and relevant reviews on priority projects will be rendered within 90 days;
- Participating agencies will develop a procedure by which the 90-day reviews will be accomplished; and.
- All agencies will participate in the Task Force collaborative review process, as needed.

#### 4. Permitting Task Force Findings

The Permitting Task Force has found that the existing permitting processes generally work well, and serve to ensure the Commonwealth maintains the highest standards of environmental protection and other land use objectives. However, the Task Force recognizes the unique opportunity presented by the American Recovery and Reinvestment Act and has identified several aspects of the review process that should be considered, including:

- Projects not already in the permitting process should be assessed for potential permitting challenges by the Task Force prior to being considered for Federal monies.
- Permit appeals can create substantial delays for projects and should be settled in an expeditious fashion.
- The need to comply with federal permitting may reduce the number of projects eligible for federal stimulus.
- d. The lack of coordination among approving agencies may cause projects to be delayed.
- e. Projects requiring permits from multiple agencies may exist and will require special attention.

#### 5. Permitting Task Force Recommendations

**Recommendations.** Based on the objectives and findings above, the Permitting Task Force recommends the following general recommendations to the existing permitting processes in order to accelerate or otherwise improve those processes for projects funded under the Federal Act.

## A. Placement on Priority Funding List

- The Permitting Task Force recommends that any project being considered for Federal Act funding that has not yet commenced or completed the State permitting process be subject to review by the agencies participating in the Permitting Task Force. The Task Force recognizes its role is to maximize the number of projects that can be ready for federal funding. That said, the Task Force recommends that a list of potential projects be vetted by the Permitting Task Force to "red flag" any projects that will have substantial permitting or regulatory challenges before they are prioritized for funding.
- The Task Force will conduct preliminary evaluations of projects that are not yet fully permitted
  and "red flag" projects with substantial permitting or regulatory challenges. This period of
  preliminary evaluation will be conducted in an expeditious fashion by all affected agencies.

#### B. Appeals

 Permit appeals can create a substantial delay for projects. The Permitting Task Force recommends several means by which to address this issue:

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- Broad-based reform of the permit appeals process for designated Federal Act projects to
  enable project proponents to proceed at their own risk when an agency permit is issued and
  subsequently appealed. This recommendation mirrors the local appeals process that allowed
  by MGL c.40A s. 11 that allows proponents to proceed at their own risk when a previously
  issued special permit has been appealed;
- Chapter 205 of the Acts of 2006 established a separate session of the land court department, known as the permit session. This session has original jurisdiction, concurrent with the superior court department over certain civil actions involving land use and environmental permitting. Currently, cases filed in the permit session are limited to those involving either 25 or more dwelling units or the construction or alteration or 25,000 square feet or more of gross floor area or both. The Permitting Task Force recommends that all federal stimulus projects be referred to the Permit Session of Land Court, and that the Permit Session be granted additional staff resources to meet the increased demand.

#### C. Federal Exemptions

- The Permitting Task Force recommends that the State pursue federal legislation that exempts federal stimulus projects from federal reviews that are triggered by federal funding sources. This exemption would be limited to those projects where the federal funding is the only federal action that triggers federal review. These reviews include National Environmental Policy Act (NEPA), Section 106 of the National Historic Preservation Act (see next bullet) or any of the review programs of the US Department of Transportation Act. This exemption would be limited to federal environmental review processes and would not exempt any project from the requirements of any federal permit (e.g., the US Clean Water Act, US Endangered Species Act, etc). Projects that would otherwise require a federal permit would still be subject to the federally required review processes.
- The Task Force recommends that federal funds are instead provided to states in the form of a "block grant" which then requires the state to conduct its own environmental review thereby avoiding any significant delays caused by federal agency reviews.
- The Task Force recognizes that transportation infrastructure funds are likely to be provided through sources governed by Title 23. As such, it will be necessary for transportation projects to be included in Metropolitan Planning Organization (MPO) Transportation Improvement Programs (TIPs) and the State Transportation Improvement Program (STIP). To maximize the projects eligible for federal funding the Task Force recommends:
- MPOs work closely with the EOT to institute an expedited process for TIP amendments, including both member and public review. The process should allow for TIP amendments to become effective immediately after bill passage and for the STIP to be amended immediately thereafter

## D. Massachusetts Historic Commission

- The Massachusetts Historic Commission (MHC) declined participation in the Permitting Task
  Force on the grounds that they are charged with carrying out federal regulation and federal
  reviews. However there will be federal stimulus projects that require MHC review and under
  traditional mechanisms, it can take several months for project proponents to consult with
  MHC and obtain their approval of plans to eliminate, minimize or mitigate the project's
  adverse effects on historic resources.
- If stimulus were to pass through federal agencies, under current law the project must be reviewed for compliance with Section 106 of the National Historic Preservation Act of 1966.
- All projects requiring state funding, licenses or permits must be reviewed for compliance with MHC in compliance with MGL c.9, s.26-27C. If federal stimulus projects are exempt from Section 106 of the National Historic Preservation Act and projects are instead subject to MGL c.9, the Task Force has drafted an amendment to this statute that it believes will help

facilitate an expedited and transparent review process through the Massachusetts Historical Commission

- The Task Force acknowledges the importance of historic resources and has proposed the following solutions to expedite the MHC consultation process:
- Statutory amendment to create a 90-day consultation period between the proponents and MHC that results in recommendations to eliminate, minimize or mitigate the project's adverse effects on historic resources. This 90-day process would be available only to proponents that request the assistance. For projects that have requested assistance after a determination of adverse effect, and if MHC does not respond and consult with the proponent to development recommendations within 90 days, the proponent would be able to proceed with the project. Current law applies this form of constructive approval to the 30-day period for initial determination by MHC.
- The Task Force recommends the ability to contract with outside consultants is made available to the MHC to facilitate the expedited review process. A list of pre-qualified consultants can be accessed through DCAM as described below.
- DCAM has contracted with 10 firms to assist with their compliance with federal and state historic laws and regulations. Other Commonwealth agencies including the Massachusetts Historic Commission may use these consultants provided prior written approval is received from DCAM's contract administrator. The consultant will bill the agency it performs services for and user agencies will be responsible for making payments directly to the consultant. A list of approved consultants is available on the Commonwealth's Procurement website http://www.comm-pass.com.
- The Task Force respectfully requests the Secretary of State's approval for MHC to participate
  in the Permitting Task Force and collaborate with other state and federal agencies on the
  review of federal stimulus projects.

## E. Permitting Task Force

- The Permitting Task Force will be used as a place where project proponents can vet
  perceived permitting problems and obtain assistance, and where state agencies can
  collaborate on projects requiring review of multiple agencies. When proponents perceive a
  potential permitting delay, they may contact the Massachusetts Permit Regulatory Office
  (MPRO) and complete a Permitting Task Force Project Template. MPRO will analyze the
  issue, assign an MPRO project manager to the case, and take one of three actions:
- When the issue involves a single agency, MPRO will refer the case to the relevant agency for review:
- When the issue involves multiple issuing authorities, MPRO will convene the Permitting Task
  Force and invite the relevant state agencies and municipal officials to meet with the project
  proponent and attempt to coordinate the state and local review and permitting process;
- In the event that the State Permit Ombudsman determines there is no cause for action, the MPRO will notify the project proponent of such finding.
- The Permitting Task Force will also be a resource for state agencies that are having difficulty
  receiving timely information or responses from proponents of federal stimulus projects. In this
  case, the state agency may contact MPRO who will facilitate a meeting with the project
  proponent, municipality and any affected agencies.

**Potential Barriers.** As with any expedited process, there are potential barriers which will need to be overcome. Below are the barriers identified by each agency and a proposed solution to mitigate those barriers.

# A. Executive Office of Housing and Economic Development Massachusetts Permit Regulatory Office (MPRO) – Potential Barriers to 90 Day Reviews

Timing and coordination of multiple agencies reviews for individual federal stimulus project.

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- · Timing and coordination of single agency reviews for individual federal stimulus project.
- Additional project managers will be required.

#### Recommended Solutions

- The Permitting Task Force will convene weekly for the duration of the deployment of Operation Recovery funds to collaborate and discuss multi-agency reviews of individual projects.
- For individual projects that require multiple agency reviews and are concerned about permitting process or regulatory complications or delays, the Task Force will be available to meet with the project proponent and attempt to remedy their concerns.
- For individual projects that require single agency reviews and are concerned about permitting
  process or regulatory complications, the Task Force will work with the proponent and agency
  responsible for the review to seek a solution.
- MPRO will serve as the single state point of contact for permitting issues and will convene the Task Force as appropriate. An MPRO project manager will be assigned to each incoming project.
- MPRO proposes hiring two additional Project Managers on a contract basis for CY2009 CY2010.

# B. Executive Office of Energy and Environmental Affairs Department of Environmental Protection – Potential Barriers to 90 Day Reviews

- Additional permitting staff is essential in order to ensure timely permitting and to provide technical assistance for stimulus projects, while continuing efficient and timely permitting of existing projects that support economic development;
- There are also a number of permit categories for which 90-day permitting may be infeasible.
   These categories include permits where:
- Collection of required field and technical data takes a sufficient portion of or is greater than 90 days (e.g., groundwater discharge and major new water supply permits)
- Mandated public notice process requirements and/or historic pattern of public involvement takes a sufficient portion of or is greater than 90 days (i.e., Chapter 91, wetlands protection act variance; and
- Other agencies control permitting timelines (e.g., wetlands reviews commenced at local Conservation Commissions, federal permits such as NPDES discharge permits or Army Corps 404 permits for fill or dredge).
- Completeness of the proponent's application and responsiveness to information requests; A
  proponent's failure to adequately respond within ten business days to a notice that their
  application is deficient will result in an extension of the permit deadline equal to the number of
  days an adequate response is delayed.
- Appeals of permitting decisions.

#### Recommended Solutions

- Temporary staff/resources to ensure timely permitting and technical assistance for stimulus projects. MassDEP estimates 4-7 staff needed per 100 permits (based on an average of 2 permits per project, 8-14 staff would needed for permitting of each 100 projects requiring MassDEP permits).
- Emergency legislation authorizing state permitting agencies and municipal authorities to
  promulgate emergency regulations that would exempt/waive federal stimulus projects from
  current statutory or regulatory requirements to obtain an individual preconstruction permits or

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- otherwise streamline the permit process by revising existing permit procedures or standards; provided that agency makes a finding that the exemption/waiver or streamlined approval will be conditioned in order to prevent significant damage to the environment. The regulations adopted under this provision would sunset within 6-12 months from promulgation.
- Establish resource protection conditions and best management operating practices in "permits by rule" that would prevent adverse impact to the environment for federal stimulus projects. Compliance with those pre-conditions would be required to obtain an exemption from individual permit application submission and review. The regulation would require plans to be prepared by a registered professional engineer or similarly licensed professional who would submit a certification that the project was completed in accordance with the permit by rule conditions. Certifications would be subject to compliance audits. Examples of activities to be considered for conditional exemption from individual permit process may include the following:
- Reconstruction Projects: The transportation bond bill exempts state highway projects from compliance with MEPA, c. 91 (Waterways) and Wetlands permitting where the project is a reconstruction or rehabilitation project within the same alignment. This exemption could be expanded to municipal road and bridge projects or other reconstruction projects that will occupy the same footprint, subject to best management rules to ensure that surrounding resources areas are not impacted during the reconstruction process. The concept could be expanded to include expansions of appropriate scale in relation to resource area protection required.
- Dredge and Fill Projects: The current Water Quality Certification regulations ("401 Certification) do not require a DEP permit for the dredging or disposal of 100 cy of fill where a federal Category 1 Programmatic General Permit (PGP) is applicable. These exemption criteria could be expanded to allow for greater volumes of dredging or filling with resource protection performance standards and best management practices established that ensure the work would not impact the aquatic environment or riverbanks.
- Projects in Wetland Resource Areas: The state wetland regulations currently establish a 100 foot buffer zone around Bordering Vegetated Wetlands (BVW) and a 200' buffer zone around Riverfront Areas. Work in the resource area and buffer zone requires local Conservation Commission approval with potential appeals to DEP. In addition, there is a list of limited projects that are not required to meet specific performance standards, but are still required to proceed through the full approval process. At "Greenfield" developments in buffer zones, permit by rule conditions regarding project scaling, activity setbacks, and storm water, erosion and sediment controls work would prevent impacts to resource areas. At "Brownfield" developments in urban waterfronts, expanding the exemptions for redevelopment projects and economic alternative analysis will reduce permit timelines. The limited projects lists could also be expanded to expedite reviews subject to implementation of resource protection performance standards and associated best management practices.
- MassDEP will explore potential statutory reforms to enable further streamlining for federal
  stimulus projects. Such measures may include reduced public comment periods and the
  ability of project proponents to proceed at their own risk in the face of an appeal. Under the
  current wetland protection review process, construction cannot proceed—even if MassDEP
  has issued a permit –if that approval is under appeal. This can sometimes be a major cause
  of delay. MassDEP will conclude its statutory review within 30 days of the issuance of this
  report and make recommendations shortly thereafter.

## C. Department of Fish and Game - Potential Barriers to 90 Day Reviews

As a general matter, a project proponent's failure to timely submit a complete application and
or to timely respond to any follow-up information requests are barriers to 90-day reviews. For
example, delays may result if a project proponent does not submit a final conservation plan
reflecting agency recommended modifications in a timely fashion;

- Potential delays may occur if projects require a take permit and the project has not yet commenced with the DFG/NHESP process. The period for reviews is set forth in Department regulations as follows:
- 321 CMR 10.18 of the Massachusetts Endangered Species Act (MESA) regulations requires
  that any project or activity that will take place in DFW-delineated priority habitat for a statelisted species must be reviewed by the Natural Heritage Endangered Species Program
  (NHESP) prior to the commencement of work in the priority habitat. The NHESP has 30 days
  to determine whether an application for review is complete, and 60 days to complete its
  review.
- If the NHESP's review determines that a take will occur, the project or activity must either be
  modified to eliminate the take or the proponent must obtain a conservation and management
  permit from the NHESP pursuant to 310 CMR 10.23. The NHESP has 30 days to approve or
  deny the proponent's proposed final conservation plan,
- The MESA regulations at 321 CMR 10.14 contain 12 categories of projects and activities that are exempt from the above MESA review and permitting requirements in 321 CMR 10.18 through 10.23. These include exemptions associated with certain maintenance, repair, or replacement work on existing commercial and industrial buildings and mixed use structures, and road or utility work. DFW has also promulgated guidance that allows certain project proponents to be exempt from MESA review if they took significant action towards implementing their project even though the site was later designated as priority habitat by the NHESP.
- The most recent DFW mapping of priority habitat in October, 2008 resulted in a 15% reduction in the total area of non-aquatic/non-wetland/non-protected open space designated as priority habitat in MA.

#### Recommended Solutions

- Prior to being added to a list of priority projects for federal stimulus funding, DFW/NHESP has
  the opportunity to map the project and determine whether or not the project will take place in
  DFW-delineated priority habitat for a state-listed species and if so, whether or not the review
  process has commenced. Assuming DFW/NHESP is provided sufficiently specific project
  location information it will conduct expeditious project evaluations after receiving the
  completed project template for each project;
- In order to conduct faster reviews of federal stimulus projects, DFW/NHESP will:
- Consideration of MESA regulatory exemptions for one or more categories of federal stimulus projects. This review will include an evaluation of the existing exemptions under the MESA regulations as well as the NHESP's recent project review and permitting experience.
   DFW/NHESP expects to conduct this regulatory review within 30 days of the issuance of this report.
- Establish a permitting team that will seek to complete its review and permitting of Federal Act projects faster than the existing regulatory deadlines (assuming staffing needs are met). The team will be modeled on the December 2008 MOU between MHD and DFW that provides funding for staff to meet accelerated MESA review and permit deadlines for MHD projects. The team will use dedicated NHESP staff to provide outreach to the project proponents and help guide them through the MESA process.
- Development of best management practices ("BMPs") for certain state-listed species listed below and a related storm water protection plan ("SWPP"). DFW/NHESP has already committed, in connection with its December, 2008 MOU with MHD, to develop these MOUs, and expects them to be well underway in the next 3 months. DFW/NHESP already has permitting guidelines for the eastern box turtle. Regardless, assuming its staffing needs are met (see below), DFW/NHESP is committed to meeting accelerated timeframes for permitting Federal Act projects even if the new BMPs identified below are not fully in place.

- More specifically, BMPs will be developed for the following state-listed species that frequently require project conditioning:
  - · Freshwater mussels;
  - · Marsh birds (e.g., bittern, rail, grebe);
  - Freshwater turtles (Blanding's and wood turtles).
- Development of a BMP or a Frequently Asked Questions ("FAQ") document for the bald eagle, the atlantic sturgeon, shortnose sturgeon, and other state-listed fish species.
- Exploration of ways to facilitate an expedited path to off-site mitigation, including the concept
  of an expanded conservation bank for such MESA-related projects. In that regard, DFG and
  DFW signed an MOA with the Nature Conservancy ("TNC") in July 2008 that utilizes the TNC
  as a resource for MESA permit applicants to provide enhanced off-site mitigation.
- DFW requires additional staff to support the aforementioned streamlining plan:
- In FY 2009 a total of 14 NHESP staff completed 1,016 reviews of projects under MESA. This
  averages out to one staff person handling 79 projects over the course of a year.
   Consequently, the estimated number of new staff needed to handle the Federal Act projects
  would be 1 for every additional 79 projects.
- For example, a 10% increase in the number of projects reviewed under MESA (over the FY 2009 total) would require an increase of 2 NHESP staff.
- NHESP is also requesting 2 staff to be dedicated to providing technical assistance and outreach to the project proponents and to guide Federal Act project proponents through the MESA process.

# D. Executive Office of Transportation and Public Works Massachusetts Highway Department – Potential Barriers to 90-Day Reviews

- Timely review of MassHighway submissions is dependent on complete submissions and timely responses to MassHighway comments at various stages of design and review.
- · Staff resources are required to expedite MassHighway reviews.

## Recommended Solutions

- 14 employees are required to review every \$100 million in total project costs. The personnel
  are required to address the design, review, permitting, and construction oversight of private
  development projects that could benefit for funding through the stimulus package. These
  projects would consist of private developments that have completed MEPA and need design
  review by MassHighway to secure their permit, and subsequently construct these
  improvements
- Additionally, MassHighway will consider utilizing outside consultants as peer reviewers if necessary to enable 90-day reviews.

## E. Executive Office of Public Safety

Department of Public Safety - Potential Barriers to 90-Day Reviews

 Building Code revisions effective March 1, 2009 may affect the timely issuance of building permits for projects that were designed under the Sixth Edition of the Building Code.

#### Recommended Solutions

- There are two ways in which the Department of Public Safety can remedy potential delays caused by new Building Code Revisions:
- First, a project applicant may apply for variances from the Building Code Appeals Board (BCAB) for building features that are not in compliance with the Seventh Edition of the Code.
   The BCAB is a three-member subset of the full Board of Building Regulations and Standards.

Cross-cutting Task Force Overview Page 108 of 464 The BCAB meets at least twice each month to consider variance requests. However, it may take 30-60 days in order to receive a hearing before the BCAB, probably more if there is an increase in applications due to stimulus dollar projects. Consequently, this may not be the most effective solution.

Second, and possibly the more viable solution, members of the Board of Building Regulations and Standards may consider an extension of the concurrency period so that permit applicants may continue to design and build to the more familiar Sixth Edition of the Code. Board members meet the second Tuesday of each month. The next scheduled meeting will convene on February 10, 2009. Typically, Board members would consider and debate a request for an extension to the concurrency period during a regular meeting. Recognizing that swifter action may be necessary, Board members may be able to consider and vote the matter via a conference call or e-mail correspondence. There are trades offs however with this second solution, as an example the 7th edition has higher standards for some life safety and energy efficiency requirements.

## Federal and State Accessibility Standards Differ—Proposed Solution

- Legislation has been drafted and previously filed to regulate areas not generally open to the
  public, including employee-only areas, consistent with the Americans with Disabilities Act
  (ADA). The legislation clarifies the Board's jurisdiction as including not only public buildings
  but also facilities, and brings parking space requirements into conformity with the (ADA).
- The proposed legislation seeks to extend the Architectural Access Board's current jurisdiction over "public buildings" to include employee areas and bring the Board's enabling legislation into compliance with the ADA as well as modify the make-up of the Board.
- The Board's jurisdiction must be expanded in order to submit its regulations to the United States Department of Justice (DOJ) for certification as substantially equivalent to Title III of the ADA. The AAB promulgates rules and regulations designed to make public buildings accessible to and safe for individuals with disabilities, whether they are employed in or visiting the building. Title III of the ADA, which covers public accommodations and commercial facilities, recognizes the role that regulations like these play in ensuring compliance with building-related aspects of accessibility. As a result, certification by the DOJ indicates that local regulations meet or exceed the ADA's accessibility requirements for new construction or alterations.
- In recognition of the jurisdictional triggers of 521 CMR, and in an effort to insure that Federal Act monies are able to be expended for immediate and proper use, the Department, on behalf of the AAB, recommends granting a blanket time variance for compliance with the Board's regulations. It is understood that requiring immediate compliance would potentially cause unintended, negative consequences of preventing timely commencement of construction projects and hamper the success of the Federal Act package. This variance would apply to all projects that are funded with Federal Act monies. This arrangement has been discussed and agreed upon in general terms with representatives from DCAM and EOCD. To those ends, it is recommended that the AAB pursue an MOU commemorating this agreement with A&F.

## F. Executive Office of Administration and Finance

Division of Capital Asset Management - Potential Barriers to 90-Day Reviews

- · Additional staff or the use of consultants may be required.
- If any particular project does involve the transfer or disposition of state lands, and legislation
  authorizing such transfer or disposition has not been enacted, special legislation will probably
  be required for that transfer or disposition.

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#### Recommended Solutions

- DCAM notes that if any of the priority projects involve the acquisition of real estate interests by the state, DCAM will need to hire outside counsel (subject to MGL Ch. 30, s. 65), environmental and other consultants;
- Project proponents requiring legislative approval seek assistance from DCAM's single point
  of contact, Martha McMahon and utilize the legislative text provided by DCAM.

## G. Massachusetts Bay Transportation Authority

- Timely review (i.e., within 90 days) is dependent on the proponents submitting full and complete applications to the MBTA.
- For most foreseeable projects, a license can be issued within the 90-day timeframe. A project
  that requires an easement or a direct interest in real estate must go through the MBTA review
  process and then by statute, must be presented to the MBTA Board of Directors for its
  approval. This additional step may take closer to 120 to 150 days to complete.
- · MBTA must perform engineering review for all projects.

#### Recommended solutions

- Prospective proponents should identify as soon as possible any MBTA license that may be
  required. Proponents should go to the MBTA's Real Estate website
  (www.transitrealty.com/licensing) for a copy of the license application and guidelines for
  processing an application. Proponents should be prepared to provide engineering drawings,
  survey plans, proof of insurance, etc. This information and the contact information for the
  MBTA staff appointed to these projects is included on the MBTA website under the guidelines
  for how to apply for a license or easement.
- For those projects that require an easement or a land transfer that require a Board of
  Directors approval, the MBTA can grant a license to allow the work to go forward pending
  Board Approval of the permanent easement. While the MBTA can make this accommodation,
  it is important to point out that many developers may not be able willing to move forward with
  a temporary license. This is particularly true for financing entities who will only be satisfied
  with the full and permanent easement. The MBTA will make all efforts to move these projects
  as quickly as possible.
- The MBTA anticipates that additional engineering assistance may be required on a short term basis

## H. Municipalities

#### Municipal Permitting: Potential Barriers to 90-Day Reviews

Every city and town manages their own local permitting process. Municipal processes may
occur before, during or after the state process and there is no uniformity across communities.
This may cause local permitting delays even after expedited reviews at the state level due to
a lack of staff capacity, volunteer boards and commissions, or state revisions that impact
local development.

## Recommended Solutions

- The Permitting Task Force recommends that all Federal Act projects be assigned a single point of contact on the local level to easily and effectively communicate with state agencies on that project;
- Proponents of Federal Act projects consult with the municipality before pursuing state permits in order to ensure the highest level of coordination;

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- Municipal officials and the designated municipal point of contact are encouraged to attend any Task Force meetings involving projects in that community;
- State and local permitting agencies coordinate to the highest degree possible to ensure timely and coordinated decisions on Federal Act projects;
- Technical assistance to municipalities with a lack of capacity to conduct timely reviews would
  prove helpful to expedite matters on the local level. The Task Force recommends that
  technical assistance be delivered through existing quasi-public agencies that currently offer
  municipal technical assistance such as MassDevelopment and the Regional Planning
  Agencies. The Task Force recommends that funding be allocated for additional staffing in
  each quasi-public agency assisting with increased requests for technical assistance, as
  needed;
- For regional infrastructure projects involving two or more communities, the Task Force recommends that the communities work together to conduct joint municipal reviews.

## 6. Actions Needed

In order to enable 90-day reviews of Federal Act project, each participating agency will undertake the action plans described below. In order to meet the increased demand from the Federal Act projects, participating agencies will require supplemental staff. Each agency's staffing needs are described in the sections below and summarized in the following table:

Agency/Office/ Department	Type of Internal Staff Needed	Method Used to Estimate # of Staff Needed	Notes
Massachusetts Permit Regulatory Office	Project Manager	Estimate based on current workload with 1 director and 3.5 project managers.	Hiring to be on contract basis for CY2009—CY2010.
MassHighway	Project Management, Environmental Services, Right of Way, and Construction Support Staff	14 staff per \$100 million in total project costs.	See Transportation Section for full staffing analysis.
Department of Environmental Protection	Environmental Analysts, Environmental Engineers, and Regional Planners	8-14 staff per 100 projects. Based on estimate of 2 permits per project and 4-7 staff required for every 100 permits.	Hire consultants to provide permit review and legal/technical assistance and contractors to provide administrative support. Apply resources towards overtime for experienced permitters.
Department of Fish and Game	Conservation Biologist	1 staff per 79 projects plus 2 additional staff for technical assistance. Based on FY2009 review of 1,016 projects by 14 NHESP staff.	2 additional staff would be dedicated to technical assistance and outreach for projects going through the MESA process.

Agency/Office/ Department	Type of Internal Staff Needed	Method Used to Estimate # of Staff Needed	Notes
Department of Public Safety	Building Inspectors, Engineering Inspectors, Elevator Inspectors, Administrative Support	1 building inspector per \$100 million and 1 support staff per \$500 million. 1 engineering inspector per 200 new boilers and 1 elevator inspector per 650 new elevators are also needed.	Additional support staff may be needed based on number of new boilers and elevators installed.
Division of Capital Asset Management	No additional internal staff requested. Outside Counsel and/or environmental consultants may be needed.	Anticipates using current staffing but based on volume of projects may need to hire additional staff.	If projects involve acquisition of real estate, DCAM will need to hire outside counsel, environmental or other consultants on a case by case basis. See State Facilities Section for full staffing analysis.
Massachusetts Bay Transportation Authority	Engineering		The MBTA will need temporary engineering assistance to supplement existing staff. See Transportation Section for full staffing analysis.

# A. Executive Office of Housing and Economic Development Massachusetts Permit Regulatory Office (MPRO)

- Information on the Task Force and its ability to assist Federal Act project proponents with permitting will be added to the EOHED and MPRO websites.
- Templates with all necessary information have been prepared and will be completed by project proponents.
- Permitting Task Force will begin meeting with project proponents on February 2, 2009.

## Staffing Plan

 MPRO consists of one Director and 3.5 project managers. In order to handle the increased workload of Federal Act projects, MPRO will add two project managers on a contract basis for CY2009 – CY2010.

## B. Executive Office of Transportation and Public Works MassHighway

Streamlining Underway: In October 2007 MHD implemented 720 CMR 13.00: Approval of Access to State Highways regulation to govern, among other things, expedite the overall environmental review and permitting process by providing project proponents with transparency, predictability, and timeliness of MassHighway actions on access permits;

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- The MassHighway streamlining plan will be accomplished by utilizing:
- Existing MassHighway procedures that call for "single points of contact" and dedicated project manager;
- Current regulations allow permitting decisions and relevant reviews on projects to be rendered within a 90-day period subject to MassHighway receiving within all required submissions in a timely fashion;
- Recent revisions to the Standard Operating Procedure (SOP) for the Review of Access
  Permits to be consistent with the regulations. The SOP assists project proponents and
  MassHighway in meeting the 90-day review, and if needed could be modify to meet the need
  of the Operation Recovery program.

#### Staffing Plan

- 14 employees are required to review every \$100 million in total project costs. The personnel
  are required to address the design, review, permitting, and construction oversight of private
  development projects that could benefit for funding through the stimulus package. These
  projects would consist of private developments that have completed MEPA and need design
  review by MassHighway to secure their permit, and subsequently construct these
  improvements
- Additionally, MassHighway will consider utilizing outside consultants as peer reviewers if necessary to enable 90-day reviews.

# C. Executive Office of Energy and Environmental Affairs Department of Environmental Protection

- Streamlining Underway: In 2007, MassDEP reduced its permitting timelines 20% across the board, and committed to issuing 90% of its permits within 180 days—and DEP is meeting these commitments.
- <u>Existing FASTrack Program</u>: Fast Track Permitting incorporates a set of sound environmental
  policies and procedures that promote smart growth and economic development across the
  Commonwealth. In the Fast Track program, MassDEP negotiates individual agreements with
  proponents of eligible projects, and guarantees:
- Expedited administrative and technical reviews for all eligible projects;
- Negotiated permit schedules and fees;
- A single point of contact through the entire permitting process;
- Protection of natural resources and promotion of smart growth; and
- The DEP streamlining plan will be accomplished through an enhanced FASTrack permitting program which encompasses the following features:
- Pre-permitting meetings;
- Ongoing technical assistance with applicants/consultants;
- Dedicated "single points of contact" and project managers;
- Senior management "ombudspersons" to resolve bottlenecks and coordinate multiple agency reviews.

## Staffing Plan

- Reassignments of experienced permit staff;
- Temporary staff/resources to ensure timely permitting and technical assistance for stimulus projects. MassDEP estimates 4-7 staff needed per 100 permits (based on an average of 2 permits per project, 8-14 staff would needed for permitting of each 100 projects requiring MassDEP permits).

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#### D. Department of Fish and Game

- Existing Exemptions and Guidance: The MESA regulations at 321 CMR 10.14 contain 12 categories of projects and activities that are exempt from the above MESA review and permitting requirements in 321 CMR 10.18 through 10.23. These include exemptions associated with certain maintenance, repair, or replacement work on existing commercial and industrial buildings and mixed use structures, and road or utility work. DFW has also promulgated guidance that allows certain project proponents to be exempt from MESA review if they took significant action towards implementing their project even though the site was later designated as priority habitat by the NHESP.
- Reduction in Priority Habitat Mapping Area: The most recent DFW mapping of priority habitat in October, 2008 resulted in a 15% reduction in the total area of non-aquatic/nonwetland/non-protected open space designated as priority habitat in the Commonwealth.
- The DFW/NHESP streamlining plan will include:
- Consideration of MESA regulatory exemptions for one or more categories of Federal Act projects. This review will include an evaluation of the existing exemptions under the MESA regulations as well as the NHESP's recent project review and permitting experience.
- Establish a permitting team that will seek to complete its review and permitting of Federal Act
  projects faster than the existing regulatory deadlines (assuming staffing needs are met). The
  team will be modeled on the December 2008 MOU between MHD and DFW that provides
  funding for staff to meet accelerated MESA review and permit deadlines for MHD projects.
   The team will use dedicated NHESP staff to provide outreach to the project proponents and
  help guide them through the MESA process.
- Development of best management practices ("BMPs") for certain state-listed species listed below and a related storm water protection plan ("SWPP") in connection with DFW/NHESP's MOU with MHD. While having the BMPs and the SWPP in place will facilitate the expedited permitting of the Federal Act projects. DFW/NHESP, utilizing the requested additional staff, is committed to meeting accelerated permitting timeframes for the stimulus projects even if the BMPs are not fully in place.
- More specifically, BMPs will be developed for the following state-listed species that frequently require project conditioning:
  - · Freshwater mussels;
  - · Marsh birds (e.g., bittern, rail, grebe);
  - Freshwater turtles (Blanding's and wood turtles).
- Development of a BMP or a Frequently Asked Questions ("FAQ") document for the bald eagle, the atlantic sturgeon, shortnose sturgeon, and other state-listed fish species.
- Exploration of ways to facilitate an expedited path to off-site mitigation, including the concept
  of an expanded conservation bank for such MESA-related projects. This approach will take
  advantage of the existing July, 2008 MOA between DFG, DFW and the Nature Conservancy
  ("TNC") that utilizes the TNC as a resource for MESA permit applicants to provide enhanced
  off-site mitigation.

#### Staffing Plan

- In FY 2009 a total of 14 NHESP staff completed 1,016 reviews of projects under MESA. This
  averages out to one staff person handling 79 projects over the course of a year.
  Consequently, the estimated number of new staff needed to handle the Federal Act projects
  would be 1 for every additional 79 projects. For example, a 10% increase in the number of
  projects reviewed under MESA (over the FY 2009 total) would require an increase of 2
  NHESP staff.
- NHESP is also requesting 2 staff to be dedicated to providing technical assistance and outreach to the project proponents and to guide Federal Act project proponents through the MESA process.

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## E. Executive Office of Public Safety Department of Public Safety

Additional Building, Engineering and Elevator Inspectors to meet anticipated demand;

#### Staffing Plan

- It is estimated that the Department of Public Safety would need to hire a minimum of one (1) additional building inspector for each \$200 million stimulus dollars spent on state building construction projects and retain at least one (1) support staff for each \$500 million spent. For instance, if a total of one billion is intended to be spent on varied state building projects, the Department would require at least 5 additional building inspectors and 2 support staff to handle added workload. This figure anticipates full staffing of its 14 FTE building inspector positions, for a total of 19 inspectors.
- It is estimated that the Department would need to hire a minimum of one (1) additional engineering inspector per 200 new boilers or pressure vessels added to existing stock which translates into approximately 1 new inspector for each \$4 million stimulus dollars spent on this type of activity. Additionally, it is estimated that the Department would require at least one (1) support staff for each \$400 million spent. For instance, if a total of \$400 million is intended to be spent on varied state engineering projects, the Department would require at least 10 additional engineering inspectors and 1 support staff to handle added workload. This figure anticipates full staffing of its 11 FTE engineering inspector positions, for a total of 21 inspectors.
- It is further estimated that the Department will need 1 additional Elevator inspector for each 650 new elevators constructed.

#### F. Executive Office of Administration and Finance Division of Capital Asset Management

- DCAM has designated two representatives, Deputy General Counsels Carol Meeker and Martha McMahon, to serve on the Task Force. They will communicate with others at DCAM as necessary, and will participate in ongoing Task Force review of projects.
- DCAM assumes its involvement in priority projects coming before this Task Force will relate
  to transactions involving the transfer or disposition of state lands. DCAM therefore proposes
  to meet the objectives of the Task Force by:
- Identifying a single point of contact for project requiring legislative approval;
- Identifying the transactions related to such projects as priority transactions;
- Assigning experienced real estate property managers, attorneys, and others as necessary to address each priority transaction; and,
- Using best efforts to complete each priority transaction within 90 days, subject to the
  requirements set forth in the legislation authorizing such transaction for appraisals, Inspector
  General review and approval of appraisals, surveys, Inspector General review and comment
  on documents, advance notices to the General Court and others, etc.
- DCAM does not anticipate the need for any general legislative amendments relating the
  transactions involved in the priority projects. If any particular project does involve the transfer
  or disposition of state lands, and legislation authorizing such transfer or disposition has not
  been enacted, special legislation will probably be required for that transfer or disposition. A
  sample bill is available by request.

## Staffing Plan

 DCAM's current plan is to use existing staff to meet these objectives. Depending on the number and complexity of the transactions involved in the priority projects, however, additional staff, or the use of consultants, may be required. Mobilization for Federal Economic Recovery Infrastructure Investment Report

 If any of the priority projects involve the acquisition of real estate interests by the state, DCAM will need to hire outside counsel (subject to MGL Ch. 30, s. 65), environmental and other consultants on a case-by-case basis.

#### G. Massachusetts Bay Transportation Authority

- The MBTA has identified a single point of contact for Federal Act project inquiries and those
  projects will be given priority in the license/easement review process;
- A project that requires an easement or a direct interest in real estate must go through the MBTA review process and then by statute, must be presented to the MBTA Board of Directors for its approval. This additional step may take closer to 120 to 150 days to complete. MBTA staff commits to taking all possible steps to shorten this timeframe as much as possible. Additionally, MBTA can grant a temporary license to perform the work while the Board of Directors' review and approval is pending.

## Staffing Plan

• Temporary engineering assistance will be needed to supplement the MBTA's existing staff.

## **Metrics for Measuring Success**

Metric	Description	Method for Monitoring / Measurement
Improve Review Timeliness	Timely Review of Federal Act Projects  • MPRO/Permitting Task Force will track the success rate of 90-day state agency reviews.	Database of Federal Act projects detailing the date completed applications were received, date permits were issued by agency, and total permitting time by project.

### **Procurement Task Force**

#### 1. Introduction

The Mission of the Procurement Task Force. The Procurement Task Force was established by the Governor in mid-December 2008 to evaluate existing procurement processes and to make recommendations for streamlining procurement in connection with any projects funded under the anticipated American Recovery and Reinvestment Act of 2009 (the Federal Act). Specifically, the Governor charged the Procurement Task Force with developing "ways to simplify and speed up the procurement and contracting processes consistent with transparency, accountability, and a fair opportunity for small businesses, including Minority, Woman and disadvantaged business enterprises ("MWIDBEs"), to participate". As a guiding principle, the Governor also charged Task Forces with giving preference if possible to Massachusetts companies and workers in awarding contracts for work funded under the Federal Act.

Under the Federal Act, there are expected to be "use it or lose it" provisions that require the commitment and expenditure of federal funds on eligible projects within specified time frames. These provisions are being included to ensure that the funding will be spent on projects that can commence quickly and create jobs in the near term. If a state does not spend funds for eligible projects quickly enough, the funds are expected to be reallocated to other states.

Procurement is a critical step in the path to starting work on a capital project. Consequently, the Governor rightly identified the time it takes to procure design and construction contracts and goods and services as one of the critical factors impacting our capacity to invest the federal funds in capital projects quickly enough to comply with the requirements under the Federal Act. We need to ensure that the procurement process does not cause any of our public agencies awarded funding under the Federal Act to fail to meet the related time requirements and to thereby lose the federal funding.

There are, however, necessary protections built into public procurement processes that make the public procurement of construction contracts and goods and services more time consuming than it would otherwise be. In connection with any procurement of construction contracts and goods or services by a public awarding authority, taxpayers have a legitimate interest in ensuring that their funds are being spent wisely. For this reason, laws governing the procurement of construction contracts and goods and services by public agencies generally require open and competitive bidding processes following public notice to ensure that the public is receiving the best value for its investment. Public procurement processes are also constructed to ensure that qualified contractors have a fair opportunity to bid on the provision of construction contracts and goods and services, including small businesses and minority and women-owned businesses; that public officials involved in awarding contracts are disinterested parties; and that other protections are in place to hold public officials accountable for the decisions that are made. While asking the Procurement Task Force to identify ways to simplify and speed up the procurement and contracting processes for projects funded under the Federal Act, the Governor also charged the Task Force with making recommendations that include these fundamental protections.

The Process of the Procurement Task Force. Pursuant to the Governor's direction, the Procurement Task Force was composed of a broad range of stakeholders in the public procurement process, including: representatives of a wide variety of public agencies that carry out capital projects, representatives of contractor and subcontractor associations, representatives of building trades organizations, representatives of the business community, representatives of the small and minority-owned business community, state legislators, the Inspector General, representatives of the Attorney General's office, the Assistant Secretary for Access and Opportunity and representatives from the Office of Labor and Workforce Development. The individual members of the Procurement Task Force are listed in Section 2 below. This broad representation contributed to productive, well-informed and

thoughtful deliberations at Task Force meetings at which all perspectives were articulated and considered

The Procurement Task Force held six meetings of the full Task Force between December 22, 2008 and January 21, 2009. In addition, certain members of the Procurement Task Force were assigned to serve on smaller working groups, each of which met at least once to further develop recommendations presented at meetings of the full Procurement Task Force for further consideration at subsequent task force meetings. There were six working groups charged with developing recommendations in the following areas: the vertical procurement process; the horizontal procurement process; the information technology and equipment procurement process; labor-related procurement issues; MW/DBE-related procurement issues; and the proposal to establish an economic stimulus alternate procurement board (discussed below).

At its first meeting, the Procurement Task Force developed objectives to guide its recommendations for the procurement process or processes that should apply to capital projects funded under the Federal Act. At the next two meetings, the Procurement Task Force evaluated the procurement processes currently followed by public agencies and decided on a general framework for recommending changes to these existing processes to achieve the Governor's and the Task Force's objectives with respect to procurement for projects funded under the Federal Act. At the final three meetings, the Procurement Task Force deliberated and decided upon the specific recommendations contained in this report.

The Results of the Procurement Task Force's Work. The Procurement Task Force is proud to offer the recommendations contained in this report. In a short period of time, the Task Force reached consensus on a general framework for achieving the Governor's and the Task Force's objectives with respect to procurement for capital projects funded under the Federal Act. The Task Force is offering numerous recommendations that will streamline and improve existing procurement processes. These recommendations also preserve – and in some cases enhance-transparency, accountability and other important protections to ensure a fair, open and competitive process that yields the best value for taxpayers.

This report of the Procurement Task Force is a direct result of the remarkable contributions of each and every member of the Task Force. All Task Force members answered the Governor's call for action with enthusiasm and energy. They dedicated significant amounts of their time to the collective effort, and they worked hard to support it. Many Task Force members made compromises, putting aside their particular interests and concerns in furtherance of achieving the broader objectives of the Task Force. With a spirit of collaboration and mutual respect, the Task Force members worked together to develop the consensus recommendations contained in this report.

#### 2. Members

Name	Title	Agency / Organization
Gonzalez, Jay (Chair)	Undersecretary	Executive Office of Administration & Finance
Adelman, Ed	Executive Director	State College Building Authority
Affanato, Steve	Associate Executive Director	Building Trades Employer Association
Beeman, Greg	President & CEO	Associated Builders and Contractors
Bickelman, Ellen	State Purchasing Agent	Operational Services Division
Bolling, Bruce	Executive Director	MA Alliance of Small Contractors

Name	Title	Agency / Organization
Boronski-Burack, Debra	President and CEO	Massachusetts Chamber of Business and Industry
Breen, Marie	General Counsel	MassPike
Callahan, Frank	President	MA Building Trades Council
Clifton, Kenrick	Asst. Director for Government Compliance	Massachusetts Bay Transportation Authority
Conyngham, Monica	General Counsel	EOTPW
Culver, Robert	President and CEO	MDFA
Dalton, Albert B.	Deputy Chief Legal Counsel	Massport
Dowd, Anne	EVP of Legislative Affairs	MDFA
Feeley, Kevin	Procurement	MWRA
Flanagan-Cahill, Susan	General Counsel	MSBA
Friedman, David	First Assistant Attorney General	Attorney General's Office
Goodman, Abbie	Executive Director and CEO	The Engineering Center
Griffin Munnings, Amy	Executive Director	New England Black Chamber of Commerce, Inc.
Hamel, Linda	General Counsel	ITD
Hedderman, Jenny	General Counsel	OSC
Jenkins, John		Massachusetts Black Business Alliance
Lawton, Monica	Executive Director	Associated Subcontractors of Massachusetts, Inc.
MacKenzie, Dave	Executive Director	UMASS Building Authority
Mahr, David	Capital Budget Director	EOEEA
Marlow, Ron	Assistant Secretary for Access and Opportunity	Executive Office of Administration & Finance
McDonough, Gerry	General Counsel	DOLWD
Nutting, Jeff	Town Administrator	MMA/Town of Franklin
Orsino, Jeannette	Executive Director	RTAs
Perini, David	Commissioner	DCAM
Petrucelli, Robert	Executive Director	Associated General Contractors of Massachusetts
Phillips, Ellen	Deputy Purchasing Agent	OSD
Pourbaix, John	Executive Director	Construction Industries of Massachusetts

Name	Title	Agency / Organization
Schectman, Amy	Associate Director for Public Housing and Rental Assistance	DHCD
Smith, William	General Counsel	MCCA
Sullivan, Greg	Inspector General	Commonwealth of Massachusetts

## 3. Procurement Task Force Objectives

Building on the Governor's charge for the Procurement Task Force and the guiding principles he articulated for the projects to be funded under the Federal Act, the Task Force agreed on the following objectives for the procurement process or processes to be used in connection with such projects. These objectives guided the Task Force in its deliberations and in the development of its recommendations:

- Speed
- · Best value for the Commonwealth
- · Quality goods and services
- Simplicity
- Transparency
- Accountability
- · Fair opportunity for small businesses to participate, including M/W/DBEs
- Preference for MA businesses
- Fair competition
- · Less costly procurement process
- Fair wages and benefits for workers

## 4. Procurement Task Force Findings

Under Massachusetts law, different procurement processes are required for the procurement of different types of design and construction contracts and goods and services. Specifically, there are different procurement requirements and processes authorized for vertical design and construction projects, horizontal construction projects, certain types of energy efficiency improvement contracts, the acquisition of goods and services by state entities, and the acquisition of goods and services by municipalities. Representatives from the Office of the Inspector General, Operational Services Division and Information Technology presented summaries of the different procurement requirements and processes for construction, goods and services and information technology services to the Procurement Task Force (included in *Appendix 4 – Procurement*). In addition, representatives from each of the public awarding authorities charged with carrying out capital construction projects for the Commonwealth provided the Task Force with an overview of specific procurement processes that apply to them.

Following an evaluation of the existing procurement processes, the Procurement Task Force identified the following findings which formed its recommendations with respect to the state and municipal procurement processes that may be used in connection with projects funded under the Federal Act:

- In general, the existing procurement processes work well and they further the objectives set forth above.
- Many reforms to procurement processes used for horizontal and vertical construction projects
  were implemented through the Construction Reform Law of 2004 (Chapter 193 of the Acts of
  2004) as the result of the work of the Special Commission on Construction Reform, which
  was a legislatively established commission, and included many of the members of the
  Procurement Task Force.
- Both the public awarding authorities that administer and manage procurement processes and the private contractors that participate in such processes are familiar with and knowledgeable about existing procurement processes and the reforms implemented in 2004 through the Construction Reform Law.
- The establishment of new procurement processes that completely replace and change the
  way in which construction contracts and goods and services are procured for projects funded
  under the Federal Act would require time and resources to educate public and private
  participants about the process and would be more likely to lead to mistakes, delays and failed
  procurements.
- Depending on the project and the public awarding authority, it was reported that procurements can take anywhere from 14 to 120 days to complete under existing processes.
- While the time it takes to procure construction contracts and goods and services pursuant to
  the existing procurement processes will generally not prevent a project funded under the
  Federal Act from meeting the "use it or lose it" time requirements, it is possible that it could
  contribute to a failure to meet those requirements for some projects.
- While the existing procurement processes generally work well, there are a number of aspects
  of those processes that could be improved to result in a more efficient and expedited
  process, a simpler process and a process that otherwise does a better job of meeting the
  objectives set forth above.

Many recommendations of this Task Force will benefit Massachusetts companies and workers. Further consideration is being given as to whether procurement guidelines could be established to grant express preferences to in-state businesses consistent with legal requirements, and if so, whether the benefits of doing so would justify the potential costs and risks.

When the Procurement Task Force started its work, no draft of the Federal Act existed and it was not known whether the Federal Act would in any way address the issue of procurement of construction contracts and goods and services for projects funded under the Federal Act. Prior to publication of this report, a version of the Federal Act was filled in the House of Representatives which includes a requirement that all contracts awarded for projects funded under the Federal Act comply with the requirements of the Federal Acquisition Regulation (FAR). Based on an initial review of the FAR the Task Force has been advised that public awarding authorities in Massachusetts would be subject to State procurement laws in connection with projects funded under the Federal Act, but they would also need to comply with certain Federally mandated contractual requirements and policies. The Task Force would need to continue to monitor the development of procurement related provisions in the Federal Act as it moves through Congress and the impact, if any, such requirements will have for projects funded under the Federal Act.

The FAR shall apply to contracts awarded with funds made available through the Federal Act. The Task Force believes that Federal Act and the FAR authorize public awarding authorities to utilize state procurement statutes and regulations in the expenditure of such funds, so long as said public awarding authorities comply with federally mandated contractual requirements and policies, which the Task Force are still in the process of being identified.

#### 5. Procurement Task Force Recommendations

Based on the objectives and findings above, the Procurement Task Force makes the following recommendations regarding the procurement and contracting of projects funded under the Federal

The General Framework. The Procurement Task Force recommends that the existing procurement processes be used as the foundation for building simpler and faster processes for procuring and contracting projects funded under the Federal Act. In order to ensure that even the modified procurement processes do not unnecessarily pose a barrier to commencing a project within the time requirements in the Federal Act, the Task Force also recommends the creation of a special board with limited jurisdiction to grant waivers and/or modifications during the procurement process when appropriate.

**Generally Applicable Recommended Improvements.** The Procurement Task Force recommends the following generally applicable improvements to all relevant existing procurement processes where related existing provisions apply in order to simplify, accelerate or otherwise improve those processes for projects funded under the Federal Act.

#### A. Recommend Establishment of an Economic Stimulus Alternate Procurement Board.

While the recommendations contained in this report are likely to minimize the instances in which the procurement process would prevent a public awarding authority from being able to start work on a project within the time requirements of the Federal Act, the Procurement Task Force recommends establishing a special process to address those instances when the modified procurement process is insufficient. Specifically, the Task Force recommends the establishment of an Economic Stimulus Alternate Procurement Board ("ESAP") for the purpose of providing a means for waiving procurement requirements and instituting alternate requirements when necessary to ensure that a public awarding authority does not lose funding for a project under the Federal Act due to the procurement process. Specifically, the Procurement Task Force recommends the following with respect to the establishment of the ESAP Board:

- ESAP would be modeled after the Asset Management Board, a currently existing
  Massachusetts state government board authorized under M.G.L. c. 7B to consider
  exemptions from the public procurement requirements with respect to real estate and nonreal estate transactions.
- Like the Asset Management Board, the ESAP Board would be authorized to waive the
  applicability of existing procurement and contracting rules and substitute others that must
  include safeguards to insure fairness, competitiveness, accountability and transparency.
  Unlike the Asset Management Board, however, the ESAP Board would only be authorized to
  grant such waivers if it is demonstrated that the waiver is necessary to ensure that a public
  awarding authority does not lose funding for a project under the Federal Act.
- Unlike the Asset Management Board, the ESAP Board would not be authorized to permit the
  use of fundamentally different, alternate procurement processes from those available to the
  awarding authority for the project under law, rather, it may waive and modify requirements of
  procurement processes authorized by law when and to the extent necessary to ensure that a
  project can be procured and commenced within the time requirements of the Federal Act.
- Proposals would be made to the ESAP Board by the Federal Economic Recovery Project
  Director at his/her discretion on behalf of the respective public awarding authority when it is
  determined that a waiver or modification from the procurement laws is necessary in order to
  procure and commence a project within the time requirements of the Federal Act.
- Proposals submitted to the ESAP Board by the Federal Economic Recovery Project Director would be subject to a 14-day public comment period. Following the 14-day public comment

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- period, the ESAP Board would, within 7 days, approve or reject the requested waiver or modification from procurement requirements or approve a modified version of the proposed action
- ESAP Board authority would be exclusively limited to projects funded under the Federal Act
  and the ESAP Board would be dissolved when it is determined that there are no additional
  projects to be funded under the Federal Act by a public agency in the Commonwealth.
- ESAP Board decision making would be expeditious and final.
- ESAP Board membership should be comprised of individuals with requisite experience, a
  reputation of integrity and an absence of any actual or perceived potential conflict of interest,
  and members shall serve for the primary purpose of protecting the public interest in assuring
  fair, effective, and accountable procurement and contracting in connection with any project
  requiring a waiver or modification of procurement requirements.
- Project proposals would be written and state the need for ESAP Board consideration and the specific relief sought.
- Legislation would include standards and criteria that the ESAP Board would be required to
  follow in evaluating any requested waiver or modification to procurement requirements and it
  would include dollar thresholds for projects eligible for ESAP Board consideration.
- B. Where possible, develop Standard Economic Stimulus Contract Provisions across all contracting authorities for projects funded by Federal Act.
  - Agencies and authorities have each developed unique contract forms over the past few years
    that address specific statutory and administrative concerns of that entity. Some of the
    recommendations made by this Task Force may require that modifications to current contract
    forms be made. Provisions related to the Federal Act should be standardized to the extent
    possible so that contractors and vendors can easily discern changes to the contract forms
    they are otherwise familiar with.
  - Where possible throughout the effort to standardize special stimulus provisions, the various agencies and authorities are encouraged to standardize other aspects of the contract specifications as practical.
- C. Apprenticeship is a career training program that combines paid on-the-job training with classroom instruction. Apprentice programs can be established by an individual employer, a group of employers, or a labor union. There are over 400 employers that have registered apprentice programs, and several thousand employers who have apprentices through collective bargaining agreements with labor unions. Apprenticeship training provides career development opportunities, and is one of the most cost-efficient workforce development tools, and the most affordable option available to both workers and employers.
  - Employers with registered apprentice programs are more likely to be Massachusetts
    employers. In order to have a registered apprentice program in the Commonwealth, an
    employer must have an office here, or, if an out-of-state contractor, its state must have a
    reciprocal agreement with Massachusetts.
  - The purpose of the Federal Act is not just to create jobs, but to create jobs that will have a
    long-term benefit to the economy and to include all citizens, including the long-term
    unemployed and otherwise disadvantaged populations. Additionally, an apprentice training
    requirement is an essential program to meet these objectives. There are thousands of
    unemployed apprentices who are ready, willing, and able to work.
  - Apprenticeship program requirements cannot interfere with the objectives of starting projects quickly and making projects available to a diverse job-seeking population.

- In recognition of these benefits, of apprentice training, and mindful of the concerns, a Labor Working Group from the Procurement Task Force, comprised of representatives from nonunion and union contractors associations, the building trades union, and state and local governments that procure public works projects, reached the following consensus on an apprentice training requirement for public works projects under the Federal Act, where the amount of construction costs under any contract awarded is likely to exceed \$1 million:
- The specifications set forth in the Request for Reponses shall require that, on a per project basis, no less than twenty percent (20%) of the total hours of employees receiving an hourly wage who are directly employed on the site of the project, employed by the contractor or any subcontractor, and subject to the prevailing wage, shall be performed by apprentices in a bona fide apprentice training program, as defined by M.G.L. c. 23, sections 11H & 11I that is approved by the Division of Apprentice Training of the Department of Labor & Workforce Development of the Commonwealth.
- The Procurement Task Force recognizes that this proposal may pose challenges for the filed sub-bid requirements of Section 44F of Chapter 149 of the General Laws, and that additional steps may be necessary to reconcile the proposal with those requirements.
- During the performance of the contract, the contractor shall submit periodic reports to the
  awarding authority with records indicating the total hours worked by all journeymen and
  apprentices in positions subject to the apprentice requirement. In any instance in which the
  apprentice hours do not constitute twenty percent of the total hours of employees subject to
  the apprentice requirement, the contractor shall submit a plan to the awarding authority
  describing how the contractor shall comply with the apprentice requirement.
- An awarding authority or a contractor may adjust these requirements if the Economic Stimulus Alternative Procurement Board determines that, despite a good faith effort, and due to unavoidable circumstances, such as a demonstrated lack of apprentices in a specific geographic area, compliance with these requirements is not feasible.
- Providing additional financial resources are available, the Division of Apprentice Training shall enhance its outreach efforts to underserved populations to increase and diversify the number of apprentices in the Commonwealth.

## D. Enhance contractor capacity and aid in the inclusion of M/W/DBE contractors.

- Access to credit / working capital: enhance capitalization of quasi-governmental agencies, such as the Massachusetts Community Development Finance Corporation (CDFC), to provide greater access to capital on the part of M/W/DBEs.
- Contract Size: Given the timing of the Federal Act, there may be a desire to "bundle" contracts to create economies of scale that address efficiency concerns. However, "unbundling" contracts into smaller contractual elements is a sure way to encourage participation by small and MW/DBE firms in a race and gender neutral manner. State agencies and the quasi-governmental corporations are encouraged to strike a balance between goals of efficiency and objectives of inclusion.
- On-Going Provision of Education and Training, Technical Assistance and Capacity Building Services—identify a funding source that can be brought forward and maintained in support of the provision of education and training, technical assistance, and capacity building services.
- Prompt Payment: since contractors tend to operate on very thin cash flows the Task Force recommends applying either the Operational Services Division prompt payment mechanism as used for paying vendors for the delivery of goods and services or federal prompt payment mechanisms to all contracts for projects funded under the Federal Act.
- Regional Contracting: public agencies, when pursuing projects across regions should seek to be as inclusive as possible of regional business entities, both small and M/W/DBE firms.

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- Contract Compliance: Each state agency must be ready, willing and able to devote the requisite resources to ensure M/W/DBE and other contract compliance on public contracts.
- State agencies and authorities have MWBE inclusion policies, DBE inclusion policies or both. Each state agency should apply its policy to the projects undertaken as part of the Federal Act
- In doing so, each agency should ensure that it maintains adherence to the parameters that
  led to the adoption of their policy as well as federal court rulings regarding the application of
  race and gender conscious approaches regarding the use of MWBE and/or DBE firms.
- All state agencies have "good faith effort" waiver language that allows for a lower utilization
  goal. Each public agency should adopt clear guidelines, which are applied uniformly, before
  issuing a waiver (see MBTA guidelines, Appendix 4 Procurement).
- To ensure accuracy, transparency and accountability, contract compliance should be audited
  on a periodic basis. This audit function should include auditing the use of good faith waivers.
  This audit function should rest with both the state agencies and the Federal Economic
  Recovery Program Director.
- The Commonwealth should be allowed to adopt state M/WBE requirements when either (a)
  federal law and/or regulations are silent with respect to its own DBE requirements or (b) the
  state can demonstrate that the application of state M/WBE requirements will lead to greater
  access and opportunities for minority and women business enterprise participation.
- Where possible, race and gender neutral approaches to contracting, should be adopted to increase the level of participation of such firms.
- The Federal Economic Recovery Program Director should have responsibility for maintaining and reinforcing the principles and conceptual framework for access and opportunity. This framework should be embodied in proactive actions as well as in reporting and compliance functions

Generally Applicable Recommended Improvements to Construction Processes. The Procurement Task Force recommends the following generally applicable improvements to procurement processes for construction where related existing provisions apply in order to simplify, accelerate or otherwise improve those processes for projects funded under the Federal Act.

- A. Update threshold criteria in statutory and administrative policies as follows:
  - Allow design for maintenance/repair projects under a specified dollar threshold to proceed before funds are in place.
  - Increase threshold for House Doctor Contracts to \$2.5 million aggregate fees for DCAM and
    as approved by the Designer Selection Board (DSB) and on a case by case basis for other
    public awarding authorities under the jurisdiction of the DSB. House Doctor Contracts
    typically involve multiple contracts to perform various engineering studies and design
    services up to a threshold for multiple agencies or facilities.
- B. Recognize that payment and performance bonding requirements provide certain financial protections to the Commonwealth but also may limit the number and diversity of bidders due to bonding capacity constraints and requirements. Payment bonds guarantee payment to subcontractors and laborers in the event the general contractor defaults. Performance bonds guarantee faithful performance of the contract by the vendor bonded (general contractor and/or subcontractors). These bonds are often issued together and typically are provided to the contracting authority prior to contract execution. Recommendations include:

- Increase the thresholds of projects requiring payment bonds from \$2,000 and \$5,000 to \$25,000
- Reinforce that there is discretion with respect to requiring 50% versus 100% payment bond on contracts less than \$100,000.
- Reinforce that there is discretion with respect to requiring a performance bond on contracts less than \$100,000.
- The state should capitalize a surety bond guarantee program and operate it through the Massachusetts Community Development Finance Corporation ("CDFC").
- Use the provision (recommended above) of on-going education and training, technical
  assistance and capacity building services to assist firms in their efforts to become bondable
  absent the bond guarantee program.

#### C. Improve bid advertising information made available to the contracting community while reducing turnaround time. Specifically:

- Eliminate existing advertising requirements in local newspapers; instead use direct email, websites and monthly ads in local papers directing persons to a centralized Federal website.
- All public awarding authorities should publish a list of projects on COMM-PASS or other centralized website so contractors can plan; use this centralized data base to coordinate bid opening dates on large projects.
- Reduce the required advertising time in the Central Register to one week and allow COMM-PASS and other on-line advertising to start the clock for the required advertising period when notice is provided.

# D. Decrease elapsed time from bid to "shovel in the ground" by enhancing processes that relate to the following contractor procurement processes:

- Work with the Attorney General's Office to develop an accelerated bid protest process for
  projects funded under the Federal Act to ensure that bid disputes are filed and resolved
  promptly.
- Create performance-based specifications and standardized designs. This would allow for an
  easier bid process for less specialized items. Allow design for maintenance/repair projects
  under a specified dollar threshold to proceed before funds are in place.
- Enable the use of electronic signatures for internal approvals within state agencies and authorities.
- Every state agency and authority should outline the actual steps between bid advertising and issuing a "Notice To Proceed" and assess the process to determine if a more efficient internal process can be developed.
- Explore on-line bidding at state agencies and authorities where possible and not in conflict with public bid opening requirements.
- Where a public awarding authority is governed by a statutorily established board (i.e., MassPort, MSBA, MBTA, MTA, etc.) develop procedures to reduce or eliminate delays caused by the need to wait for board approval of contract award in instances where the board meets once a month. This may include scheduling special meetings for boards for the purpose of approving projects funded under the Federal Act or obtaining the EOT Secretary's signature on contracts at the time the board approves the contract.
- Mistakes in the procurement process, usually due to inexperience, can result in delays and
  protests. In order to mitigate these risks, create a program to further educate awarding
  authorities, contractors and subcontractors about procurement procedures. This would

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- provide education about any expedited procurement process implemented during the Economic Stimulus Program.
- Each agency should include standard provisions in contract for projects funded under the Federal Act that impose contract execution, NTP and commencement of work deadlines.

**Recommended Improvements to Specific Procurement Processes.** The Procurement Task Force Recommends the following additional improvements to the procurement processes for specific types of projects.

#### Vertical Construction

- Revise advertising and bidding requirements for smaller projects.
- For projects less than \$10,000, allow the use of sound business practices.
- For project between \$10,000 and \$50,000 require three written quotes and award to lowest responsible bidder but relieve awarding authorities from public advertising requirements.
- For projects between \$50,000 and \$100,000 require agencies to use sealed bid process under M.G.L.c.30,s. 39M procedures.
- Where only 1 or perhaps 2 sub-bids are received for a particular filed sub-bid trade and such sub-bids are significantly above the estimate, allow awarding authorities to reject the sub-bids and re-solicit bids once and if in the second round of bidding they still only receive 1 or 2 sub-bids and those bids are still significantly above the estimate, the awarding authority may assign the work to the general contractor, providing the awarding authority confirms that their estimate is accurate and the sub-bid prices are in fact unreasonably high.
- Increase designer selection law threshold from current thresholds applying to projects where
  the estimated construction cost is greater than \$100,000 or projects where the architect fee is
  greater than \$10,000 to projects where the estimated construction cost is greater than
  \$250,000 or the architect fee is greater than \$25,000.
- Update the Division of Capital Asset Management's (DCAM) current delegation authority:
- Raise the current delegation threshold floor from \$100,000 to \$250,000.
- Raise ceiling of delegation threshold from \$1 million to \$2 million.
- Streamline the designer selection process by eliminating the requirement for a formal study
  phase (and certification) and incorporating the programming function more efficiently into the
  continuum of the design process. This will allow for a more integrated study and
  programming and would expedite the transition into the design process (see Appendix 4 –
  Procurement).
- Streamline the designer selection process by having the Designer Selection Board (DSB) simultaneously approve selection of a design firm for study and final design. This will eliminate the time required for separate presentations to the DSB and approval by the DSB where the Agency is satisfied with the study designer (see Appendix 4 – Procurement).
- For Construction Manager (CM) at Risk projects (M.G.L. c. 149A) undertaken by DCAM—establish a procurement process which allows DCAM to prequalify construction manager firms and create an annual list of such prequalified construction manager firms in lieu of the current requirement to prequalify construction manager firms on a project by project basis. DCAM would then invite all prequalified construction manager firms to submit a proposal for specific projects from the list of prequalified construction manager firms. This would save time, costs and the administrative burden of conducting multiple simultaneous RFQs for individual projects and allow DCAM to expedite the initiation of CM at Risk projects (see Appendix 4 Procurement).
- For CM at Risk projects (M.G.L. c. 149A) undertaken by other public awarding authorities, allow public awarding authorities (who have been approved to use the CM at Risk delivery method by the Office of Inspector General in accordance with the requirements of c. 149A) to

use DCAM's annual list of prequalified Construction Management firms in lieu of the current requirement to prequalify construction manager firms on a project by project basis. Such awarding authorities would then be allowed to invite all prequalified construction manager firms to submit a proposal for their specific project. This would save time, costs and the administrative burden of conducting multiple simultaneous RFQs for individual projects and allow public awarding authorities to expedite the initiation of CM at Risk projects (see Appendix 4 – Procurement).

- For projects procured under M.G.L. c. 149 with an estimated construction cost of \$10 million or more and subject to the mandatory prequalification of general contractors and subcontractors (M.G.L. c. 149, §§ 44 D½ and 44D¾) recommendation is to streamline the mandatory prequalification process by providing an option to awarding authorities to utilize a "Condensed Prequalification Process" that allows certain of the statutory prequalification criteria to be evaluated by review of the DCAM Certification files, providing that the prequalification committee for such public awarding authority certify that such review has been undertaken (see Appendix 4 Procurement).
- Allow for increased incentive payments to construction managers in special circumstances.
- For energy service projects authorized under M.G.L. c. 25A allow DCAM to establish an
  annual list of prequalified Energy Service Companies (ESCOs) from which public awarding
  authorities undertaking energy services projects may solicit a minimum of three (3) proposals
  for each project (see Appendix 4 Procurement).

#### **Horizontal Construction**

The Procurement Task Force is making a number of recommendations for which there was consensus among Task Force members. One recommendation received general collective support but concerns were raised regarding whether acceptable contractual language could be developed quickly enough to meet the time frames identified for action under the Federal Act.

#### Consensus Recommendations

- Allow A+B Bidding for horizontal construction projects to enable agencies to take completion
  time into account in the selection process. Selection criteria and processes must be clear,
  objective and transparent; time requirements need to be imposed on awarding agencies to
  ensure timely decisions so as not to impede a contractor's work progress.
- · Expand use of incentives/disincentives to achieve completion dates
- Allow agencies and authorities that already receive federal funds to continue to follow those
  procurement practices already in place that save time.
- Use Task Order Contracts for both design and construction, on a Time and Materials basis, to begin construction in phases on small and medium sized horizontal construction projects.
- On appropriate projects, use "Rapid Award" process (similar to that used by MassPort in certain Homeland Security Contracts): prequalify bidders, require bidders to submit bonds at time of bids, open, award and NTP in one day, with work to begin immediately.
- To the extent practicable, formally advertise Federal Act projects when all project documents (plans, specs, etc.) are ready for bid. Respond to contractors' questions in a timely fashion to allow contractor community to be prepared to begin work as soon as possible.
- · Utilize standard specifications and plans, minimize the use of special provisions
- Share contract information such as type of project, estimated cost, location and projected time frame with third parties that can halt progress such as utilities, permitting and historical agencies.
- Develop means for timely Alternative Dispute Resolution.

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- Support agencies' hiring of additional qualified personnel to execute this initiative.
- Additional funding for the agencies will be needed for administering, oversight and enforcement.

#### Recommendation Without Full Consensus

As noted above, one concept received general collective support but could not be adopted with full consensus.

Use of "CM At Risk" Contracting: Agency subcommittee members see CM At Risk in horizontal construction as a means of bringing the contractor into the process before design is finalized, which may allow a project to qualify for Federal Act funds even if the design is not fully complete. It should also reduce problems regarding constructability of a project. It is currently authorized for vertical construction under Massachusetts law and is used in other states for horizontal construction. This prior experience should enable CM At Risk to be implemented on appropriate horizontal projects rapidly.

The Construction Industries of Massachusetts ("CIM") was unable to endorse this recommendation due to concerns about possible contracting issues, including pricing and risk shifting. CIM noted that shifting risk to contractors may increase prices and narrow competition, and may affect contractors' ability to obtain surety bonds. CIM believes that any alternative delivery procurement method must be viewed as a team/partnership between the owner and contractor.

CIM is not adverse to the concept of CM. As an alternative, CIM has suggested CM with a negotiated fee. Also, CIM believes it is critical to ensure the awarding authority has the expertise and experienced personnel in place to effectively oversee & procure a CM job. It also feels a clear, objective prequalification process must be established specifically for each contract.

#### Goods and Services, Information Technology and Equipment

Several enhancements to the IT Procurement process can be implemented for projects within the Federal Act to maximize the number of IT projects that qualify for the timing provisions within the Act, specifically:

- All IT vendors submitting bids on projects funded under the Federal Act must file their bids
  online and file their paperwork electronically on Comm-PASS (to be followed up by paper
  copies). Under current OSD processes, SOMWBA certified business, among others, may
  apply for a hardship exemption from this requirement.
- Create Procurement Speed Teams (PSTs) which include OSD, ITD and subject matter experts. Supplement PSTs with contract resources, but exhibit caution with respect to business conflicts.
- For municipal IT and non IT equipment: use Comm-Pass instead of print ads; use sound business practices under \$10,000 and increase solicitation of three written quotes to procurements between \$10,000 and \$25,000
- If Federal Act spending focuses on specific areas of non-IT equipment, the Work Group can assemble Equipment Speed Teams if necessary.
- Maintain current internal controls and procurement processes where possible and attempt to maintain uniform procurement system when possible
- Create template RFQs and RFRs for IT procurements. OSD and ITD will provide training to state agencies and vendors on how to use the anticipated template RFQ/RFR and PST procurement methods as well as the web based procurement tools.

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- OSD will research the creation of a central location on Comm-PASS for information about
  future and current Federal Act procurements, or the use of subcategory tagging to easily
  identify Federal Act projects to users, in either case to enable IT vendors to plan their bidding
  strategically. Within six (6) months the Comm-PASS "QuickQuote" system will be available to
  agencies, and can be used to speed procurements.
- Use of statewide contracts speeds procurements by avoiding the full blown RFR process. If it
  appears that the number of contractors on ITS33 (solutions provider and technical specialist
  categories) is too small, or that the contractors currently on the contract lack the requisite
  expertise to complete the type of projects contemplated for Federal Act funding, the IT/non IT
  Equipment Work Group will reconvene and discuss ways of temporarily opening ITS33 to a
  larger group of contractors.

#### 6. Actions Needed

The recommendations in this report can be broadly categorized as "administrative" changes and "statutory" changes.

Administrative changes need to be made by each agency or authority. In many cases the extent of change will vary by organization for the same recommendation. Therefore, the Procurement Task Force recommends that each relevant agency or authority develop and report to the Governor's designees their own implementation plan for administrative changes necessary to implement these recommendations.

Many of the recommendations require changes to the Massachusetts General Law. As indicated above, this report provides recommendations on changes to the procurement process and laws, but does not provide detailed recommendations on specific language. Therefore, the Procurement Task Force recommends that public awarding authorities work together to draft the necessary legislative changes.

Recommendation Category	Key Steps
Create an Economic Stimulus Alternate Procurement Board	Draft necessary legislation.
Improve bid advertising information	Draft proposed legislation: widely publicize Federal website; collect e-mail addresses of contractors and subcontractors for direct communication.     Take final Federal Act project list and place on each agency's website.
Standardize Contract Provisions	Once legislation is drafted for final recommendations of this Task Force, contracting agencies and authorities should jointly develop whatever modifications are necessary to existing contracts.
Decrease elapsed time from bid to "shovel in the ground" by enhancing the following contractor and subcontractor selection and approval process	Add dedicated staff and deadlines to AG's office for bid protests.  Develop performance based specifications where possible.  Each agency should outline their process and collaborate over ways to eliminate steps and/or reduce time for each step between bid advertising and NTP.  Explore on line bidding were possible (and address legislative issues if necessary).  Schedule special board meetings to approve Federal Act

Recommendation Category	Key Steps
	projects.  Preapproved Economic Stimulus projects as a group.  Obtain Secretary approval, if applicable, at time of Board vote.  IG to explore development of mandatory training model for awarding authorities in order to benefit from stimulus funds.
Apprenticeship	Draft necessary legislation and modify bid advertising and contract documents as necessary.
Decrease elapsed time from bid to "shovel in the ground" by enhancing processes that relate to the following contractor procurement processes	Draft necessary legislation to enable changes as appropriate.
Address payment and performance bonding thresholds	Utilize discretion in payment and performance bonding as noted and draft legislation to increase thresholds.
Update threshold criteria in statutory and administrative policies	Draft legislation to enable recommended thresholds.
Vertical Construction Recommendations	Draft necessary legislation to enable changes as appropriate.
Horizontal Construction Recommendations	Draft necessary legislation to enable changes as appropriate.
Goods and Services, Information Technology and Equipment	Draft necessary legislation to enable changes as appropriate.

All of these legislative changes are recommended to be applicable only to projects funded under the Federal Act and the legislation should contain appropriate limiting and sunset language to make this clear. The Procurement Task Force plans to reconvene within 6-12 months to review the public agencies experience under the modified procurement laws to determine whether any such changes should be made permanent.

### **Workforce Task Force**

#### 1. Introduction

The Executive Office of Labor and Workforce Development (EOLWD) has been tasked by the Governor with planning to mobilize both the state and the private workforce, including strategies to accelerate hiring and inclusion of underrepresented communities in preparation for federal funding under the anticipated Federal Act. The Workforce Task Force includes members of EOLWD who are working on workforce readiness planning along with members of other government agencies, labor, business, and civic actors to discuss ways to ensure timely provision of workforce responses to the seven Project Delivery Task Forces. The Workforce Task Force is one of three cross-cutting task forces (Permitting and Procurement are the other two) that aim to support all the areas of potential Federal Act investment.

The Task Force met five times between December 23, 2008 and January 20, 2009. Additional meetings are anticipated over the next several months. Several working groups have been established and will meet to propose detailed recommendations and implementation plans.

The work of the Task Force has been complicated by a lack of information of how much federal workforce training dollars will be available and how flexibly they can be spent. Since the beginning of December of 2008, EOLWD has been engaged with the Governor's Office in Washington, D.C, to propose language to Congress that will allow the Commonwealth enough discretionary money to adequately implement needed statewide initiatives and for movement around the state to address regional urgencies that the current allotment formulas do not allow.

A number of state agencies have actively participated in the Task Force, including the EOLWD, Housing and Economic Development (HED), Administration and Finance (ANF), and the Department of Labor (DOL). Workforce Development (DWD) and the Human Resources Division (HRD) have actively participated as well. Workforce agencies, both public and private, include the Massachusetts Workforce Investment Board, several Career Centers workforce investment boards (WIBs), and the Massachusetts Workforce Board Association. There were also representatives from Labor and the Constructions industry.

The Workforce Task Force is committed to ensuring that Massachusetts residents who are unemployed are put back to work on Federal Act projects. Additionally, the Task Force supports the Governor's call for using this historic occasion to extend employment opportunities to chronically under- and unemployed communities and populations. By using the opportunities provided the Commonwealth in the economic recovery funding, we can hire and train new workers as well as get our unemployed off the bench and back to work.

### 2. Members

Name	Title	Agency / Organization
Bump, Suzanne (Chair)	Secretary	EOLWD
Anderson, Don	Career Center Director	Workforce Central Career Centers
Bower, Bob	Political Director	Massachusetts AFL-CIO
Corr, Jane	Chief of Staff	EOEEA
Correia, Tamika	Executive Director	Massachusetts Workforce Investment Board
D'Angelo, Mark	Director	Office of Employee Relations, Human Resource Division

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Name	Title	Agency / Organization
Finfer, Lewis	Executive Director	Massachusetts Communities Action Network
Gillis, Don	Executive Director	Massachusetts Workforce Board Association
Gunning, Thomas	Executive Director	Building Trades Employers Association
James, Jennifer	Undersecretary of Workforce Development	EOLWD
Kelleher, Hugh	Executive Director	Plumbing, Heating & Cooling Contractors Association of Greater Boston
Langan, John	Assistant Director of Employee Relations	Human Resources Division
Lawton, Monica	CEO	Associated Subcontractors of Massachusetts
Marlow, Ron	Assistant Secretary	EOA&F
Marra, John	General Counsel	Human Resources Division
McGee, Thomas M.	State Senator	3rd Essex and Middlesex District
Mooney, Bill	Training Director	International Union of Operating Engineers Local 4, Joint Apprenticeship Training Council
Nakajima, Eric	Senior Policy Advisor	EOHED
Noel, George	Director	Department of Labor
O'Mailey, Bernadette	Chief of Staff	EOLWD
Sarris, Mary	Executive Director	North Shore Workforce Investment Board
Scibak, John W.	State Representative	2nd Hampshire District
Selesnick, Judy	Executive Director	Workforce Investment Association of Massachusetts
Smith, Robb	Director of Policy and Planning	EOLWD
Snyder, Nancy	President	Commonwealth Corporation
Taylor, Michael	Director	Department of Workforce Development
Vogel, Mary	Executive Director	The Construction Institute
Wallace, David	Director	Division of Apprentice Training, Department of Workforce Development
Wright, Ellen	Director of Human Resources	Information Technology Division

#### 3. Task Force Findings and Recommendations

There are three areas of concern for the Workforce Task Force: (1) Labor Demand; (2) Labor Supply; (3) Labor Policies and Standards; and (4) Public Workforce Hiring. Labor Demand relates to the need for workers and training. Labor Supply refers to the available labor pool, both those individuals skilled and ready to work and those needing some degree of training. Labor Policies and Standards refer to the mechanisms we need to put into place to accomplish the Governor's workforce priorities. Public Workforce Hiring refers to the hiring of various public workforce needs.

It is important to note that the work of the Workforce Task Force is far from over. Four Working Groups have been created to address the four main areas of concern in which issues still need to be resolved and specific details and procedures need to be articulated: Labor; Statewide Training; DWD Operations; and Public Workforce Staffing. These Working Groups will be meeting over the next several weeks to complete the specific recommendations, procedures, and other details still unresolved. Once these Working Groups complete their work, we anticipate that they will transition into implementation oversight committees, such as Monitoring & Tracking of data and outcomes and Outreach & Recruitment of chronically under- and unemployed workers. The descriptions of the Working Groups are laid out below in the "Actions Needed" section.

#### **Labor Demand**

#### 1.A. Labor Demand Findings

The Commonwealth Corporation began researching the labor demand for potentially-targeted industries shortly before the economic recovery task forces were formally created by the Governor. Their staff conducted interviews with industry leaders in four of the five targeted industries as well as potential training providers in the five primary sectors that are being discussed as targeted for stimulus funding: Infrastructure Projects, School Building Construction, Electronic Medical Records, Energy Efficiency, and Broadband Access.

For each industry sector identified in the Federal Act, they asked four questions (for a full list of the questions and the answers received, please see *Appendix 6 – Workforce*).

- 1) If Federal Act money becomes available for this industry what will be your initial/short-term workforce needs?
- 2) Is there a ready supply of workers or are there specific areas in which you anticipate shortages?
- 3) Kinds of occupations and skills needed, including certification and licenses?
- 4) Are there existing training vendors who you hire from or use to upgrade skills?

For four of the five industry sectors discussed as targets of the Federal Act – infrastructure, school building improvements, energy efficiency of public buildings and broadband access- a significant share of the demand is going to be in the construction trades. As we narrow down the potential projects we will need to project demand by trade or occupation by region across all of the Federal Act projects in order to develop a comprehensive picture of workforce needs.

The two occupational areas in which there may be shortages in the short-term include energy efficiency contractors to do installation and in the information technology field to implement stimulus projects in electronic medical records. In the area of electronic medical records, the demand is for more high-end programmers, sales and technical support staff and trainers. The strong tendency is to hire people with experience. There is evidence of a downturn in the technology area in the economy.

In the area of construction, as we are able to project potential shortages over the two-year period covered by the Federal Act with more precision by trade and by region, the Commonwealth should invest in Pre-Apprenticeship programs that reach out to unemployed and underemployed communities to provide the basic skills and knowledge necessary to be accepted into an apprenticeship program.

Cross-cutting Task Force Overview Page 134 of 464 For each of the occupational areas in which there are projected shortages, developing an apprenticeship program is a proven vehicle for ensuring on the job training opportunities and classroom training for the mastery of skills necessary to earn the credentials, licenses, skills and experience. Particularly in fields that value experience and applied knowledge, apprenticeship is an effective vehicle to transition career changers and new workers into construction, energy efficiency or information technology.

There were a few themes that seemed to emerge consistently:

- In terms of school buildings, infrastructure, energy efficiency and even broadband access, much of the demand is going to be in the construction trades.
- Until there is some certainty the actual projects and can estimate demand it is difficult to
  know if we need to train large numbers of new workers in the building trades. There is
  significant unemployment among construction workers given the nature of this economic
  downturn, so it is possible that at least in the short-term we may be able to meet the demand
  for workers through putting unemployed construction workers back to work. In the energy
  efficiency field, some training may be needed to prepare skilled trades people with new skills
  to install new technologies.
- As more accuracy in estimates for additional workers is provided, will need to move quickly to
  create a pipeline in the trades. It seems that apprenticeship programs, vocational technical
  schools and other union-sponsored programs are willing and able to move quickly to expand
  their training programs.
- There may also be opportunities to use some of the youth employment money to support
  young people in training for building trades jobs either through formal apprenticeship training
  or opening up the vocational technical schools in the Summer of 2009 to provide intensive
  training with some on-the-job elements that prepare them for apprenticeship programs or less
  skilled trades jobs in open shop construction sites in the Fall and Winter of 2009.
- In the area of electronic medical records, the demand is for more high-end programmers, sales and technical support staff and trainers. The strong tendency is to hire people with experience. This may also present an opportunity to do some retraining specific to the health field for technical workers who have been or may be laid off in the financial services field. We need to be able to reach out quickly to workers who have been laid off with these skill sets to provide some training in the health field to meet new demand. We may need to turn to community colleges, continuing education departments of four-year colleges or proprietary schools to be able to respond quickly to specific occupational demand with a modular and customized training for IT and sales professionals from other industry sectors that is open entry/open exit.

#### 1.B. Labor Demand Recommendations

#### Addressing Statewide Training and Hiring Needs

- Energy Efficiency Training Program: In the area of energy efficiency there are two
  approaches to preparing a workforce (in either case the training should be done through a
  partnership with two or more employers to ensure hiring, appropriate curriculum, and on the
  job training opportunities):
- Upgrade the skills of seasoned trades workers (such as electricians and plumbers) to install
  energy efficiency products, technologies through apprenticeship programs or vocational
  technical schools/community colleges.
- Prepare workers new to the energy efficiency field to install technologies that do not require licenses or high level skills (i.e. installing insulation) through vocational technical schools, community colleges or community-based organizations.

- Energy Efficiency Retraining Program: This may also present an opportunity to do some
  retraining for workers who have been or may be laid off in the financial services field. We
  need to be able to reach out quickly to workers who have been laid off with these skill sets to
  provide some training to meet new demand. We may need to turn to community colleges,
  continuing education departments of four-year colleges or proprietary schools to be able to
  respond quickly to specific occupational demand with a modular and customized training for
  professionals from other industry sectors that is open entry/open exit.
- <u>Hiring Through Career Centers</u>: Businesses receiving contacts to perform public works or related projects will have a goal to hire a significant percentage of the employees to work on such projects from the unemployed labor pool through the local One Stop Career Centers. The unemployed candidates would be screened, trained and processed by the One Stop Career Centers and hired by the successful contractors on the public works and related projects.

#### **Labor Supply**

#### 2.A. Labor Supply Findings

In order to respond to the Governor's calls for (1) ensuring that projects are "shovel-ready" within the 180-day "use it or lose it" period and (2) getting unemployed workers back to work as soon as possible, our first "labor supply" task was to determine how many Massachusetts residents are unemployed and in what occupations were they last employed. Although the numbers of actually unemployed persons in Massachusetts is larger than the universe of those collecting unemployment benefits, it is the latter population for whom we have data. The Task Force concluded that the most important data that is needed for matching the unemployed to new jobs are occupation and residence. The Department of Workforce Development (DWD) has information on unemployment claimants that will allow us to know how many persons are unemployed in a given occupation (down to the 6-digit Standard Occupational Code [SOC]) for each of our sixteen workforce investment areas.

DWD is working to change the normal monthly 2-digit SOC reporting on unemployment claimants to a 6-digit reporting, so that it has a more exact tool for the Career Centers to use for job matching. The Task Force envisions that this tool can be overlaid onto a map of economic recovery projects to match specific occupational demand with supply. Below is a list of frequently identified job types from the project delivery task forces.

Job Type	% Un- employment	# of Un- employed	Region of Highest Incidence
Management Occupations (11)	11.1%	17,454	Metro SW
Project Estimator (13-1051)		115	Metro SW, Bristol
Computer Software Engineers, Applications		959	Metro SW, Metro North, Lower Merrimack
Computer Software Engineers, Systems Software		328	Metro SW, Metro North, Lower Merrimack
Architecture & Engineering	2.1%	3,349	Metro SW, Metro North, Lower Merrimack, Bristol
Electrical		236	Metro SW, Metro North, Lower Merrimack, South Coastal
Civil		96	Metro SW, Metro North, Lower Merrimack
Office & Admin Support	14.9%	23,452	Boston, Bristol, Metro North

Job Type	% Un- employment	# of Un- employed	Region of Highest Incidence
Construction & Extraction	16.9%	26,682	Bristol, South Coastal, Lower Merrimack Hampden
Construction Laborers		8,563	Bristol, New Bedford
Operating Engineers & Other Construction Equipment Operators		1,203	Bristol, Lower Merrimack
Electrician		2,037	South Coastal, Lower Merrimack, Brockton, Bristol, Boston
Plumbers		1,691	Lower Merrimack, South Coastal
Roofers		587	Hampton, Bristol

The most recent data we have on unemployment from December, 2008, shows nearly 27,000 construction workers collecting unemployment benefits. Using the Project Delivery Task Force job estimation methodology, we can expect about 14,000 jobs per billion dollars of horizontal construction and 9,000 jobs per billion dollars of vertical construction Given the high level of unemployment in the construction trades, at this point in time it appears that the immediate (180-day) demand for skilled trades can completely or largely be met by unemployed construction workers.

Given the need to analyze and act on demand and supply data to address potential shortages by trade and by region, EOLWD needs to act as the clearinghouse and broker to maintain and report on the demand and supply data by region across all of the stimulus projects in the Commonwealth.

Our next "labor supply" task is look ahead to preparing workers over the two-year timeframe of the economic recovery program. It is in this time-frame that we may be able to best address the needs of those individuals who are chronically under- and unemployed. (We can address some of this need through apprentice training programs within the 180-day period. However, a large number of these individuals are not qualified to enter apprentice training programs and remedial education and other training is necessary.) The Task Force identified needs for investment in adult literacy, (Graduation Equivalency Degree (GED) and English for Speakers of Other Languages (ESOL) programs. The Commonwealth should consider investing any new training funds in computer-based literacy and ESOL that could be provided at career centers, public libraries and other community settings. Volunteers through the Commonwealth Corps or other community service programs could provide tutoring to support and enhance computer-based programs.

If there are additional funds through the Workforce Investment Act for training dislocated workers, the Commonwealth should consider investing those resources into training programs that integrate basic skills, GED preparation, pre-college and ESOL with occupational skills training for direct and indirect jobs that are created through the Federal Act. Any new training programs should be required to accelerate, integrate and intensify learning to ensure that students complete the training and are able to attain employment in their field in as short a time period as possible.

# 2.B. Labor Supply Recommendations

# **Bolstering the Commonwealth's Workforce System**

 <u>EOLWD Clearinghouse:</u> EOLWD will develop an efficient and effective system through career centers (and working with building trades hiring halls) to identify, contact and connect unemployed construction workers to hiring opportunities created through the Federal Act in a

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- timely manner. This will require having some ability to do matching of job postings with job seekers in the career centers and UI claimant data base, having accurate contact and occupation information and having staff capacity to dedicate to this brokering function.
- Regional Network: EOLWD will work with the 16 workforce investment boards to facilitate the
  collection and dissemination of employment data to the regions. The boards will work with
  local apprentice training programs, labor unions, community colleges, businesses, municipal
  leaders, and other stakeholders to ensure efficient and effective matching of job openings
  and training opportunities to under- and unemployed Massachusetts residents.
- Network of Regional Apprentice Preparedness Programs (APPs): A number of APPs should
  be developed across the state in partnership with the building trades training directors and
  apprenticeship programs to ensure that the curriculum reflects the entry requirements for the
  apprenticeship program and that there are actual apprenticeship opportunities upon
  completion of the Pre-Apprenticeship program. The Building Trades Apprenticeship Training
  Programs and the vocational technical schools have indicated a willingness and ability to
  move quickly to add apprentices in response to demand.
- Basic Skills, GED, ESOL, and related programs: Continue to support and expand upon these programs, where resources are available. Many of these programs will receive additional funding in the Federal Act.
- <u>IT Needs</u>: The Task Force wants to stress the importance of four IT projects that have been submitted through the IT Task Force by EOLWD. These projects are important to efficiently and effectively implementing our workforce capacity plan.
- Workforce Development Application Upgrade and Data Warehouse
- Network Infrastructure Upgrade
- DWD Data Center Backup Replacement / Business Continuity Operations
- Oracle Technology Upgrade Project
- <u>Expedited Public Workforce Staffing Plan</u>: Establish an expedited and flexible hiring process to identify and hire appropriately skilled employees to help stimulate a broad based economic recovery through the Federal Act. Leverage the opportunity presented by the Federal Act program to achieve:
- Increase diversity by establishing diversity goals for women, minorities and persons with disabilities consistent with federal census data on available workforce by job type.
- Reach out and target chronically unemployed and underemployed citizens for job training apprenticeship opportunities.

Our challenge will be to create the right balance of compliance and reporting requirements to insure transparency and accountability without jeopardizing the primary goal. One option to minimize duplicative and burdensome administrative oversight would be to establish one point of entry for all job applicants. This could streamline, standardize and quality control the applicant data at the time of application. While this option has many positives, it could prove time-consuming and complicated to implement across agencies, different branches of government and possibly even across municipalities.

### **Labor Policies and Standards**

The Workforce Task Force was especially interested in the use of apprentice training programs to implement the Governor's economic recovery priorities. Apprenticeship is a career training program that combines paid on-the-job training with classroom instruction. Apprentice programs can be established by an individual employer, a group of employers, or a labor union. Despite popular conception, apprentice training programs are not limited to building trades occupations. According to the Department of Apprentice Training there are over 850 occupations that utilize apprentice training

programs throughout the country. There are over 400 employers that have registered apprentice programs, and several thousand employers who have apprentices through collective bargaining agreements with labor unions. Apprenticeship training is one of the best routes to the middle class, one of the most cost-efficient workforce development tools, and the most affordable option available to both workers and employers.

Employers with registered apprentice programs are more likely to be Massachusetts employers. In order to have a registered apprentice program in the Commonwealth, an employer must have an office here, or, if an out-of-state contractor, its state must have a reciprocal agreement with Massachusetts. If the purpose of the Federal Act is not just to create jobs, but to create jobs that will have a long-term benefit to our economy and to include all citizens, the long-term unemployed and otherwise disadvantaged populations, an apprentice training requirement is essential. And there are thousands of unemployed apprentices who are ready, willing, and able to work. But such a requirement cannot interfere with the objectives of getting projects started quickly and making projects available to a wide population.

In recognition of these benefits of apprentice training, and mindful of the concerns, a Labor Working Group from the Procurement Task Force, comprised of representatives from non-union and union contractors associations, the building trades union, and state and local governments that procure public works projects, reached the following consensus on an apprentice training requirement for public works projects under the Federal Act, where the amount of construction costs under any contract awarded is likely to exceed \$1 million. The Workforce Task Force endorses this consensus:

- 1) The specifications set forth in the Request for Reponses shall require that, on a per project basis, no less than twenty percent (20%) of the total hours of employees receiving an hourly wage who are directly employed on the site of the project, employed by the contractor or any subcontractor, and subject to the prevailing wage, shall be performed by apprentices in a bona fide apprentice training program, as defined by M.G.L. c. 23, sections 11H & 11I that is approved by the Division of Apprentice Training of the Department of Labor & Workforce Development of the Commonwealth.
  - The Labor Working Group recognizes that this proposal may pose challenges for the filed sub-bid requirements of Section 44F of Chapter 149 of the General Laws, and that additional steps may be necessary to reconcile the proposal with those requirements.
  - During the performance of the contract, the contractor shall submit periodic reports to the
    awarding authority with records indicating the total hours worked by all journeymen and
    apprentices in positions subject to the apprentice requirement. In any instance in which the
    apprentice hours do not constitute twenty percent of the total hours of employees subject to
    the apprentice requirement, the contractor shall submit a plan to the awarding authority
    describing how the contractor shall comply with the apprentice requirement.
- 2) An awarding authority or a contractor may adjust these requirements if the assigned federal oversight body determines that, despite a good faith effort, and due to unavoidable circumstances, such as a demonstrated lack of apprentices in a specific geographic area, compliance with these requirements is not feasible.
- 3) An awarding authority serving a low-income population may require additional specifications that address the needs of its clients, such as preferential hiring for residents of public housing authorities for available apprenticeship positions.
- 4) Providing additional financial resources are available, the Division of Apprentice Training shall enhance its outreach efforts to underserved populations to increase and diversify the number of apprentices in the Commonwealth.

The Procurement Task Force takes no position on apprentice training programs for non-publicly bid construction projects because it is beyond the scope of their jurisdiction. The Workforce Task Force recommends the use of apprentice training programs in all occupations that can utilize them. To that end the Workforce Task Force Labor Working Group will be addressing ways to operationalize and implement this recommendation over the next few weeks.

Among the other recommendations of the Task Force are:

- <u>Project Labor Agreements:</u> The Task Force recommends that the Commonwealth require or
  encourage (depending on legality) the use of PLAs on large construction projects, which
  would additionally include hiring requirements, dedicated training money for a fund such as
  the Workforce Training Fund, and a process to link APPs with Apprentice Training Programs
  and building trades unions and contractors.
- <u>Staffing Needs for Division of Apprentice Training</u>: To provide adequate support and service regarding the increased use of apprentice training programs, DAT has calculated that it will need, at a minimum, the following staff:
- 2 Field Staff (total compensation of \$120,000)
- 1 Assistant (total compensation of \$70,000)
- 1 Office support (total compensation of \$50,000)
- Total staffing request is \$240,000
- Staffing Needs for Division of Occupational Safety: The infrastructure projects (building and transportation projects) associated with the Federal Act will all be subject to the Massachusetts prevailing wage law. The Division of Occupational Safety (DOS) administers that law (G.L. c. 149, §§ 26 and 27, et. Seq). (Please see Appendix 4 – Procurement for relevant details on this law).

A recent amendment to the law also requires awarding authorities to request, and DOS to furnish annual updates to the prevailing wage rate sheets. DOS issues an average of 750 prevailing wage rate sheets per month, except during the months of March through June, when it issues between 900 and 1,000 sheets per month due to increased procurement in advance of the construction season. During these busy months, DOS's staff, which consists of one attorney and one administrative assistant, is working at full capacity, and often delaying other work in order to keep up with the demand. In addition to issuing prevailing wage rate sheets upon request by the awarding authorities, DOS answers hundreds of telephone inquiries every month from procurement officers, contractors and others related to their obligations under the prevailing wage law, the proper classification of specific work on a project, etc. Additionally DOS issues official determinations of the proper classification of work on construction projects for prevailing wage purposes.

Depending upon the number of projects ultimately funded through the stimulus, it is expected that there will be a significant increase in requests for prevailing wage rate sheets, in telephone inquiries and formal determination requests. The inquiries are likely to increase more dramatically because of the plan to delegate procurement authority to agencies that do not routinely procure public construction projects (see Section 4, Procurement Task Force Report). At current staffing levels DOS could not process the additional requests for prevailing wage rate sheets in a timely manner, which would result in delays to the procurement process as the rate sheets must be included in the bid documents.

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<sup>&</sup>lt;sup>9</sup> Without the inclusion of annual updates under the recent amendment, the first of which will be issued in August 2009. This amendment did not include any additional staff, and the impact on our ability to furnish prevailing wage rates in a timely manner is unknown at this time.

Further, the one attorney who handles all prevailing wage inquiries, in addition to his responsibilities for administering the minimum wage program, would be unable to provide timely advice to procurement officers and contractors who call with questions about their obligations, or the proper classification of work on a particular job. <sup>10</sup> Additionally, this attorney regularly participates in the Inspector General's training program for procurement officers. The IG has indicated the intention to increase the number of training opportunities available in order to ensure that new or inexperienced procurement officers will understand their obligations. This will place an addition burden on the same one attorney.

If DOS were unable to fulfill its responsibilities for administering prevailing wage rate sheets, providing guidance and making determinations in a timely manner, the result would be a delay in the procurement process. DOS has estimated that it will need one additional attorney and one additional administrative assistant to supplement our staff during the stimulus period to handle the increased volume. The estimated annual costs are as follows:

- Counsel (total compensation of \$51,000)
- Administrative Assistant (total compensation of \$36,000)
- PC and Printer (total cost of \$1,600)
- · Total staffing and equipment request is \$88,600

#### **Public Workforce Hiring**

#### HRD/ANF ACTION PLAN for Internal Staffing:

When an agency is impacted by the Federal Act, the Human Resources Division (HRD) along with the Executive Office for Administration and Finance (ANF) and the Office of Diversity and Equal Opportunity (ODEO) will work with the impacted agency to:

- 1) Develop and support an expedited recruitment and staffing plan at the agency level.
- 2) Establish a flexible mix of agency staffing options.
- 3) Further streamline and delegate HRD internal controls to expedite the hiring process.

# 1) HRD/ANF will immediately begin work with Agencies to prepare for resourcing Federal Act projects

HRD and ANF will reach out and work with state agencies to:

- Develop recruitment and outreach programs to staff potential projects (we will coordinate with DET and ELWD career centers).
- Establish appropriate agency staffing levels to facilitate an expedited recruitment, selection and hiring process.
- Identify appropriate diversity goals.
- Develop streamlined and delegated internal hiring controls at the agency and Secretariat level

#### 2) HRD/ANF will help agencies utilize a flexible staffing plan where appropriate:

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<sup>&</sup>lt;sup>10</sup> As one of the goals of the stimulus is to provide opportunities to small, minority and women-owned business who have not historically performed public work, DOS anticipates that there will be an even greater demand for guidance from our staff as these contractors move through the process and work through issues related to which rate applies.

#### Hiring regular employees:

By working with organized labor, the Commonwealth will pursue certain measures to
establish more flexible hiring guidelines for employing regular state employees on time bound
or temporary projects. In addition to potentially speeding up the hiring process and attracting
a wider talent pool, allowing agencies to hire regular employees allows the Commonwealth to
develop some "bench strength" to address our succession planning needs as the boomer
generation retires, the economy improves and the demand for talent increases.

#### Use of Post-retirees:

Agencies can also deploy post-retirees to 120-day appointments as part of their staffing.
These post-retirees can bring many years of direct experience to a project and could
dramatically reduce the training and ramp-up time for stimulus projects. Post-retirees are only
available to work a finite amount of time based on retirement law, usually about half-time or
full-time for six months.

#### Use of Vendors/Consultants:

In some cases vendors can provide a ready source of both personnel and equipment to
perform the required work. If vendors are known entities and have been pre-approved from a
procurement standpoint, resources can be acquired quickly. However, it is important to note
that if the vendor employees are performing bargaining unit work (work which is normally
performed by union employees), issues may arise where the unions contest an illegal transfer
of bargaining unit work. In these cases, it will be important to work closely with agencies to
ensure that all applicable laws are followed.

#### **Use of Contract Employees:**

• The advantage of contract employees is that they can be hired quickly and let go at the conclusion of a project without impacting other agency operations through the bumping process. However, it is necessary to be careful to abide by existing collective bargaining obligations not to transfer bargaining unit work. There are occasions, however, where there is language specifying that the federal funds cannot be used to pay for regular state employees or that regular employees are not qualified for the specific work. HRD would lift all hiring control flags on relevant contract positions.

# 3) HRD/ANF will streamline many internal hiring controls and increase agency delegation and oversight for stimulus projects.

In the event that an agency is impacted by a particular stipulation in the Federal Act, the HRD along with the ANF would meet with the agency(s) review their hiring proposal. As 95% of the time it takes to fill a position is controlled by the Secretariat and agency, HRD would work with and strongly encourage secretariats to streamline and delegate their hiring controls as well, in order to expedite the hiring process. Based on the agency's business needs HRD and ANF would choose from the following options to expedite the hiring process.

# Hiring of Bargaining Unit Employees:

- Classification Delegated to agencies (current policy).
- Compensation HRD would allow for maximum flexibility that is allowed under the collective bargaining rules (most significantly HRD would allow agencies to hire above 15% increases without HRD approval, agencies would still base salary increases on the number of years of comparable service).
- Posting process:
- Agencies can waive the CEO posting process where they had a ready defined pool of qualified candidates.

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- Postings could also be continuously posted in order to facilitate a steady stream of applicants for the jobs needing to be filled.
- Gain agreement from unions to waive 10 day internal promotional requirements under current collective bargaining agreements.
- Minimum Entrance Requirements (MER) In cases where the MERS prove to inhibit
  effective recruitment, we will work to adjust them as necessary. The Chief Human Resources
  Officer would waive MER's as needed on a case by case basis.

# Hiring of Managers:

- Classification Would be delegated to the agencies that have trained Hay evaluators subject
  to post audit by HRD. This would include benchmark titles as well agency heads and their
  direct reports. Questionable classifications would be class flagged by HRD but allowed to
  proceed in order to expedite the hiring process. For agencies who do not have trained
  evaluators, HRD would expedite approval of submissions within 24 to 48 hours. HRD could
  train agency evaluators as needed.
- Compensation HRD would continue to allow the application of comparable years of service for the purpose of quartile placement and the setting of salaries. Additionally, HRD would allow agencies to hire above 15% increase without HRD approval, assuming the years of comparable service
- Posting process:
- Agencies could waive the CEO posting process.
- Postings could also be continuously posted in order to facilitate a steady stream of applicants for the jobs needing to be filled.
- Minimum Entrance Requirements (MER) The Chief Human Resources Officer would waive MER's as needed on a case by case basis.
- CORI Check Will work with the Executive Office of Public Safety (EOPS) to expedite the Criminal Offender Record Information (CORI) check process where appropriate.

#### 4. Actions Needed

# **Key Steps**

The Task Force has created several working groups that are charged with compiling a menu of specific recommendations to implement its policy recommendations. The working groups are:

Labor Working Group: This group will recommend specifics on the use of apprentice training
programs in non-construction occupations (and construction occupations, if the issue is not
already settled) and the feasibility of using PLAs to address hiring and training goals as well the
timely performance of projects.

#### Workforce Task Force Policy Positions relevant to this Working Group:

- Apprentice Training Program Requirements: The Task Force recommends the establishment
  of a requirement for projects to utilize bona fide apprentice training programs. We are
  generally in agreement with the Labor Working Group for the Procurement Task Force of a
  20%/\$1 million threshold for construction occupations. The Workforce Labor Working Group
  will recommend options for apprentice requirements for non-construction occupations.
- <u>Project Labor Agreements:</u> The Task Force recommends that the Commonwealth require or encourage (depending on legality) the use of PLAs on large construction projects, which would additionally include hiring requirements, dedicated training money for a fund such as the Workforce Training Fund, and a process to link APPs with Apprentice Training Programs and building trades unions and contractors.

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- <u>Hiring Through Career Centers</u>: Businesses receiving contacts to perform public works or related projects will have a goal to hire a significant percentage of the employees to work on such projects from the unemployed labor pool through the local One Stop Career Centers.
- The unemployed candidates would be screened, trained and processed by the One Stop Career Centers and hired by the successful contractors on the public works and related projects.
- 2. Statewide Training Working Group: This group will recommend specifics on our statewide training initiatives and the use of EOLWD as a clearinghouse of workforce information.

#### Workforce Task Force Policy Positions relevant to this Working Group:

- <u>Energy Efficiency Training Program</u>: In the area of energy efficiency there are two
  approaches to preparing a workforce (in either case the training should be done through a
  partnership with two or more employers to ensure hiring, appropriate curriculum and on the
  job training opportunities):
- Upgrade the skills of seasoned trades workers (such as electricians and plumbers) to install
  energy efficiency products, technologies through apprenticeship programs or vocational
  technical schools/community colleges; and,
- Prepare workers new to the energy efficiency field to install technologies that do not require licenses or high level skills (i.e. installing insulation) through vocational technical schools, community colleges or community-based organizations.
- Health Care Retraining Program: This may also present an opportunity to do some retraining specific to the health field for technical workers who have been or may be laid off in the financial services field. We need to be able to reach out quickly to workers who have been laid off with these skill sets to provide some training in the health field to meet new demand. We may need to turn to community colleges, continuing education departments of four-year colleges or proprietary schools to be able to respond quickly to specific occupational demand with a modular and customized training for IT and sales professionals from other industry sectors that is open entry/open exit.
- Network of Regional Apprentice Preparedness Programs: A number of APPs should be
  developed across the state in partnership with the building trades training directors and
  apprenticeship programs to ensure that the curriculum reflects the entry requirements for the
  apprenticeship program and that there are actual apprenticeship opportunities upon
  completion of the Pre-Apprenticeship program. The Building Trades Apprenticeship Training
  Programs and the vocational technical schools have indicated a willingness and ability to
  move quickly to add apprentices in response to demand.
- 3. DWD Planning Working Group: This is an internal DWD effort, which other Task Force members have been invited to join, which has pre-existed the establishment of the Task Force and is considering operational issues across the workforce systems to efficiently and effectively deliver workforce data and programs under the economic recovery act.

# Workforce Task Force Policy Position relevant to this Working Group:

- EOLWD Clearinghouse Recommendation: EOLWD will develop an efficient and effective
  system through career centers (and working with building trades hiring halls) to identify,
  contact and connect unemployed construction workers to hiring opportunities created through
  the stimulus package in a timely manner. This will require having some ability to do matching
  of job postings with job seekers in the career centers and Unemployment Compensation
  claimant data base, having accurate contact and occupation information and having staff
  capacity to dedicate to this brokering function.
- Public Workforce Working Group: HRD is coordinating this in-house and will use this group to further hone its proposal on hiring of public workforce positions. (This is an internal HRD working group).

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# **Metrics for Measuring Success**

It is expected that metric guidelines will be distributed by as part of the Federal Act. The Workforce Task Force will collect and report these metrics. Additionally, working groups are engaged in creating metrics for the specific recommendations that are being developed. Once metrics are identified, working groups will undertake planning for monitoring and measurement.

# IV. Project Information

# **Project List Summary**

The project information collected across task forces was consolidated in a standardized project list with 57 data fields. Each task force maintained its own list and made the necessary updates after revisions related to the elimination of duplicates (both within and across task forces), inclusion of additional data (i.e., readiness criteria) and or updates in existing project information (i.e., project cost)

The consolidated project lists allow the Commonwealth to have a holistic view of the potential projects that may be eligible for funding via the Federal Act across key areas and regions. The project list is meant to be a living document. It will need to be constantly updated to reflect not only the changes driven by the Federal Act, but also the enhancements achieved in terms of data gaps, duplicates and non-standard data definitions. The current lists need to be updated on a continuous basis to avoid the following results:

- Project duplicates: while internal duplicates (within a taskforce) have been minimized; the
  current challenge is to identify and eliminate external duplicates (across task forces with
  overlapping functions).
- Non-standard data definitions: although a good portion of the data has been cleaned up or
  updated to maintain standard data definitions more data cleansing needs to take place.

There are two different project lists presented below:

- State-Reviewed, "Shovel-Ready" Project List Projects preliminarily determined by state
  agencies to meet the 180-day project readiness standard and to further Task Force objectives
  following a diligent evaluation of projects undertaken by the relevant agencies.
- Unreviewed List of Projects Submitted for State Consideration Projects submitted to Task
  Forces by municipalities or third parties that have not yet been independently reviewed by state
  agencies for project readiness and for furtherance of the objectives developed by the related
  Task Force.

Note: For DCAM projects that have been bundled, if a project/bundle is at a single site, the site is identified in the Project Title column. When the bundle includes work at multiple sites, the sites are noted in the Description column. Each line on the spreadsheet represents a bundle and all project bundles are limited to single agencies—no project bundle includes more than one agency.

DCAM has taken the approach of bundling projects to make the bidding process more efficient and expedient, thereby enabling projects to be bid-ready as soon as possible. The overall approach is to develop the scope and bid packages for these projects with the support of DCAM staff and outside contracted engineering firms. Once the bid packages are ready, DCAM will bid them and manage the construction. For bundles that are for an estimated cost less than the approved project delegation thresholds (currently \$1 million), the bid documents and funds would be provided to the agencies to bid. Agencies will be trained on the procedures for bidding and managing these projects. DCAM will oversee the delegated projects to ensure that spending occurs as required.

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# **Data Fields**

	Project Information—Data Fields	5
Task Force ID Project Title	<ul> <li>Indicate Ability to Execute</li> <li>Estimated Total Project Cost</li> <li>Existing Funds for Project</li> </ul>	Readiness: Can     Procurement be Completed     and a Notice to Proceed be     Issued within 180 days?
Public Entity	Total Federal Stimulus     Amount Requested	Readiness: Are all required permits complete?
Agency     Location of Entity/Agency     (City or Town)	Other Possible Sources of Funding	Readiness: Other Considerations
Other Proponent(s)	Source for Existing or Other Funds	Number of Jobs Created (individual methodology)
<ul><li> Project Description</li><li> Project Objectives</li></ul>	<ul><li>Earliest Start Date</li><li>Expected Finish Date</li></ul>	Number of Jobs Created by SOC Code (individual methodology)
Metrics for Success in Meeting Objectives	Readiness: Is Design Complete?	Number of Jobs Created (standard methodology)
Gaps or Barriers to Meeting     Objectives	Readiness: Sight or Right of Way Acquired?	City/Town
<ul> <li>Plants to Mitigate Gaps or Barriers</li> </ul>	Readiness: Is MEPA     Review Completed?	Zip Code     GIS Coordinates
Evidence of Ability to Execute	·	

# **Definitions**

	Project Information Data Fields
Field	Definition
Task Force	Seven Project Delivery Task Forces were created to identify "shovel-ready" infrastructure projects. Each of these task forces is identified on the project list. They are labeled: Energy, Education, Transportation, IT, Private Development, State Facilities, and Municipal. Within some task forces projects are identified by task force and agency/department (e.g. State Facilities – DCAM). If projects have been "bundled" (grouped for procurement purposes) that is also identified.
ID	Each task force collected projects independently, and some task forces had pre-established numeric IDs that they assigned to their projects. These values are represented in the ID field.
Project Title	Each task force provided a project title for their projects.
Public Entity	Task Forces used this field to provide the department or division name, municipality name, or other information about the public agency sponsoring the project or the location of the project.
Agency	The agency, department or entity that submitted to the project to the task force.

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Field	Project Information Data Fields Definition
Location of Entity/Agency (City or Town)	Location of the entity/agency submitting the project.
Other Proponent(s)	A public or non-public entity proponent of the project, in addition to the agency, department and task force submitting the project.
Project Description	A brief description of the project.
Project Objectives	Identifies one or more project objectives that are specific and measurable.
Metrics for Success in Meeting Objectives	Identifies one or more metrics and corresponding explanations to be used to measure the progress of the project towards meeting the stated objectives.
Gaps or Barriers to Meeting Objectives	Identifies all key gaps or barriers that could prohibit the project from successfully commencing within 180 days and/or meeting the stated project objectives.
Plans to Mitigate Gaps or Barriers	Identifies plans the task force has identified to overcome gaps or barriers so that the project can commence within 180 days and meet the stated project objectives.
Evidence of Ability to Execute	Explanation of evidence that the project proponent (or the public agency carrying out the project for the benefit of a non-public project proponent) can effectively execute a project of this type and scale.
Indicate Ability to Execute	Ability to execute was identified by one of the following answers:  A. Yes, based on successful comparable prior experience.  B. No, but the proponent is contracting or partnering with such an entity.  C. No.
Estimated Total Project Cost	Anticipated total cost to complete the project. This value is larger than the Total Federal Stimulus Amount Requested when the project has already started and has secured funding from other sources.
Existing Funds for Project	Funding already secured to support the project. This field was used for projects that have already secured funding from other sources to identify the dollar amount and/or source of funds secured already.
Total Federal Stimulus Amount Requested	Total funds requested from the Federal Act to support the project.
Other Possible Sources of Funding	Other public or non-public funds that could be used to fund the project.
Source for Existing or Other Funds	Source of other public or non-public funds that will be used to fund the project.
Earliest Start Date	The earliest date that the project could commence.
Expected Finish Date	The expected project completion date.
Readiness: Is Design Complete?	Indicates if the project has been designed.
Readiness: Sight or Right of Way Acquired?	Indicates whether a required sight or right of way has been acquired in order for the project to commence.

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Project Information Data Fields			
Field	Definition		
Readiness: Is MEPA Review Completed?	Indicates if the required Massachusetts Environmental Policy Act (MEPA) review has occurred. MEPA requires that state agencies study the environmental consequences of their actions, including permitting and financial assistance. It also requires them to take all feasible measures to avoid, minimize, and mitigate damage to the environment. This is required for projects above a certain size that involve some state agency action.		
Readiness: Can Procurement be Completed and a Notice to Proceed can be Issued within 180 days?	Indicates whether a Notice to Proceed (NTP) can be issued within 180 days, therefore indicating that the project can be "shovel-ready" within 180 days. Projects typically can start the day after the NTP is issued.		
Readiness: Are Permits from Multiple Permitting Agencies Required?	Indicates if permits from multiple agencies are required. Permits from multiple agencies require more time to secure and therefore could impact a projects' ability to be "shovel-ready" within 180 days.		
Readiness: Are all required permits complete?	Indicates if permits must be secured before a project commences.		
Readiness: Other Considerations	Explanation of any other barriers to project readiness that exist beyond the readiness questions asked.		
Number of Jobs Created (individual methodology)	Agencies used their own job creation methodology to estimate the number of jobs their projects would create.		
Number of Jobs Created by SOC Code (individual methodology)	Agencies estimated the number of jobs their projects would create by Standard Occupational Classification (SOC) code. Unemployment claimants report the SOC code for their job skills. The purpose of this data is to match the unemployed with the jobs being created.		
Number of Jobs Created (standard methodology)	A standard job creation methodology has been used for all horizontal and vertical construction jobs. This methodology estimates jobs by project along the following guidelines:  14,000 jobs per Billion dollars of Horizontal construction (multiply the total project \$ value by 0.000014)  9,000 jobs per Billion dollars of Vertical construction (multiply the total project \$ value by 0.000009)  The IT Task Force used its own job creation methodology.		
City/Town	City/town where the project is located.		
Zip Code	Zip code of the project.		
GIS Coordinates	GIS coordinates of the project.		

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# V. Appendices

- 1. Development Cabinet Infrastructure Priorities
- 2. Information Technology (IT)
- 3. Private Development
- 4. Procurement
- 5. State Facilities and Courts
- 6. Workforce

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# **Appendix 1: Development Cabinet Infrastructure Priorities**

#### Statement of Administration Priorities for Transportation and Other Infrastructure Investments

The Patrick/Murray Administration is committed to implementing the Commonwealth's sustainable development principles by ensuring that state funds used for transportation and other infrastructure investments are consistent with these principles to the greatest extent possible. To that end, it is the goal of the Administration that infrastructure investments using state funds advance at least one, and preferably two or more, of the following objectives, without adversely affecting the other objectives:

- · Support job creation in key Massachusetts industry sectors
- · Support the creation of new workforce housing
- · Support clean energy production or use
- · Reduce energy consumption and/or greenhouse gas emissions
- · Promote mobility and/or reduce congestion
- · Support development within growth districts
- · Support redevelopment projects in Gateway Plus cities
- · Support other smart growth development projects

It is also the goal of the Administration that funding be awarded to transportation and other infrastructure investment projects that are ready to proceed (that is, projects that are likely to proceed expeditiously from design and permitting to construction, based on adequate staffing and financial support and based on appropriate due diligence regarding engineering, permitting and cost issues).

It is also the goal of the Administration that funding be awarded to projects for which contractors pay livable wages (where applicable, prevailing wages), provide health insurance benefits and maintain and participate in a bona fide apprentice training program.

### Notes:

The first goal does not apply to transportation or other infrastructure spending directed to the repair or replacement of infrastructure that does not expand capacity.

It is understood that there will always be worthwhile infrastructure investments that do not meet these goals. The objective of the Administration is that the substantial majority of its infrastructure investments will meet these goals, and that all investments will do so to the extent possible.

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#### Implementation

The program administrators for the state infrastructure programs listed below will be informed that, effective immediately:

- 1. Prior to making any final investment decisions, they must now document whether a state infrastructure investment meets these goals (and if so, how), or provide an explanation as to why the investment is otherwise worthwhile. A standard format for this documentation will be prepared, not expected to exceed one page in length.
- 2. At the each of each fiscal year, they will be required to report on the extent to which these goals were met by their investments for the year.

The logistics of the implementation will be worked out in the periodic coordination meetings held for the program administrators, which are led by Undersecretary Gonzales and Undersecretary Bialecki.

Results of the implementation of the policy will be reported back to the Development Cabinet.

Applicable Programs:

MORE
CDAG
PWED
STRAP
TOD
RAILCAP
WATCAP
Off-Street Parking
SRF
DIF
I-Cubed
Seaport Advisory Council

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# **Appendix 2: Information Technology (IT)**

The appendices include the following:

- Appendix 2A: Scoring System for IT Projects
- Appendix 2B: Job Estimates Summary and Methodology
- Appendix 2C: eHealth Projects Recommendations Details
- Appendix 2D: eHealth Potential Cost Savings
- Appendix 2E: eHealth Potential Cost Avoidance
- Appendix 2F: eHealth System Performance

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# Appendix 2A: Scoring System for IT Projects

Below is the recommended approach to prioritizing IT projects. The database contains the following information about each project:

- Project Identification
   a. Project Title
   b. Secretariat

  - Department C.
  - d. Location
- 2. Project Description and Objectives

  - a. Project Description
     b. Measurable objectives
  - Metrics for Success in Meeting Objectives

  - d. Gaps or Barriers
    e. Plans to Mitigate Gaps or Barriers
- 3. Project Schedule

  - a. Earliest Start Date
    b. Expected Finish Date
    c. High-Level Milestones
    d. Expected Completion Date-Each Milestone
- Project Staffing
   a. Est. Number of Full-time employees
   b. Est. Number of Contractors

  - **Expected Job Titles**
  - d. Expected Job Skills
- 5. Project Costs

In addition to these categories, the database also contains information about the benefits and improvements for Massachusetts citizens. The flexibility of the database allows for projects to be re-analyzed in accord with changing criteria and with the parameters of the Federal Act once they are finalized.

The scoring tool includes the Federal Act goals, the Governor's guiding principles, the alignment with Secretariat and Commonwealth strategic priorities, and a risk/complexity assessment. The following table shows the numerical weighting system built into the tool.

Criterion	Scoring Detail	Descriptor	Max Points
Start in 180 days?	Self reported factor indicates a project is ready (5) or not (0)	Binary score	5.00
Completed in 2 years from January 20th?	Reflects weather the self reported project end date is before Jan. 20 2011 (5) or is not before (0)	Binary score	5.00
Weighted Score	Place holder for in the version dated 01042009. Should any column need to be prioritized and weighted above others, this will be the factor multiplying the results.		
Current Project Stage	Preference is given to projects in farther stages of development, those that are closer to		5.00

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Criterion	Scoring Detail	Descriptor	Max Points
	procurement.		
	1.25	Level 1: Initiation- Project charter, high level scope complete	
	2.50	Level 2: Planning and Design – project planning complete, resource needs and timeline in place	
	3.75	Level 3: Procurement Started – Draft RFQ developed	
	5.00	Level 4: Procurement Ready – Final RFQ developed	
Operating Budget Impact	Preference is given to projects that improve operating budget outlooks over those that add burdens to operating budgets.		5.00
	1.25	Will increase operating budget	
	2.50	No change to operating budget	
	3.75	Modest decrease in operating budget	
	5.00	Significant decrease in operating budget	
Project Mix/Job Impact	With each 10% increase in total funds being dedicated to labor/employment, the project receives a (.5) point increase in score. Preference is given to those projects dedicating more funds to labor than to hardware or software.		5.00
Employment Score- Self Reported	Drawing from the sum of the reported factor indicating the estimated number of full time employees a project is likely to require/create, this score grants preference to those projects that require/create higher numbers of jobs.		5.00
	0.00	No labor required	
	1.00	1-10 FTEs	

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Criterion	Scoring Detail	Descriptor	Max Points
	2.00	11-20 FTEs	
	3.00	21-50 FTEs	
	4.00	51-200 FTEs	
	5.00	> 200 FTE	
Employment Score- Calculated	Similar to the Self Reported Employment Score in its preference to more labor, this version estimates the number of FTEs based on the Project Mix/Job Impact reported as compared to the total project costs		
	Score is same break down as self reported (0, 1-10, 11-20, 21-50, 21-200, greater than 200)		
Total Governor's Federal Act Points			30.00
Project Risk	Preference is given to lower risk projects over those with higher risks.		2,50
	2.50	Minimal	
	1.75	Moderate	
	1.00	High	
	0.25	Very High	
Project Complexity	Preference is given to less complex projects over those that are more complete.		2.50
	2.50	Extremely Low	
	2.00	Low	
	1.50	Moderate	
	1.00	High	
	0.50	Extremely High	
Total Risk/Complexity Points			5.00
Alignment with Secretariat/ Constitutional Strategic Goals	Self reported factor indicates the degree to which a project aligns with the Secretariat/Constitutional Office's	2 points for increased alignment	10.00
	2.00	Not Aligned/Unknown	
	4.00	Modest	

708

Criterion	Scoring Detail	Descriptor	Max Points
	6.00	Significant	roilis
	7.00	Transformational for the Secretariat	
	10.00	Transformational Commonwealth wide	The state of the s
Secretariat Alignment	Points		10.00
Alignment with Commonwealth Strategic Plan	score 10 for alignment with the Commonwealth's Strategic Plan	Binary score	10.00
Commonwealth Alignr	l nent Points		10.00
ITD Evaluation (points not currently awarded)	ITD Evaluation of agency's track record and capacity to deliver project successfully	1 point for increased capability	5.00
	1.00	Limited Capacity	
	2.00	Somewhat Capable	
	3.00	Mostly Capable	
	4.00	Capable	
	5.00	Fully Capable	
ITD Evaluation Points			5.00
Grand Total Maximum Points			60.00
"Extra Credit/Tie Breat	ker" Points		
Use MA Based Resources	Self reported factor indicates a project is anticipates using MA based resources (5) or does not (0)	Binary score	5.00
Promote other economic activities (e.g. Green Energy)	Self reported factor indicates a project aligns with additional Commonwealth wide objectives (5) or not (0)	Binary score	5.00

# The Task Force process itself followed these steps:

- Asked Branches/Secretariats/Constitutional Offices and agencies to submit projects to be considered for funding from the Federal Act (Christmas week) via web-based survey tool. Data compiled into database.
   Branches/Secretariats/Constitutional Offices or agencies scored their projects based on these criteria

- Task Force reviewed the results of this scoring and adjusted where necessary to align with all criteria. With all projects now scored, the Task Force agreed to wait until for final definition of the priorities and/or constraints in the Federal Act to complete the effort.

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# Appendix 2B: Job Estimates Summary and Methodology

# IT Projects

The following table summarizes the IT projects and their potential impact:

	IT Projects		
Secretariat or Constitutional Office	Total Project Count	Total Cost / Federal Act Request	Potential for New External Jobs
Administration and Finance	42	296,758,226	595
Education	14	166,310,000	95
Energy and Environmental Affairs	37	78,885,000	285
Health and Human Services	31	101,981,028	338
Housing and Economic Development	12	2,351,000	17
Independent Offices and Commissions	5	6,500,000	25
Judiciary	11	11,076,434	9
Labor and Workforce Development	9	26,230,000	59
Massachusetts District Attorney Association	3	1,315,000	11
Office of the Comptroller	3	26,500,000	57
Public Safety	9	185,150,000	523
State Auditor	1	6,562,300	16
Transportation and Public Works	15	64,310,000	151
Treasurer and Receiver General	2	1,500,000	3
TOTAL	194	975,428,988	2184

Each project has a specific plan (captured in the IT Task Force database) that estimates contractor job requirements. Additional contractor jobs will be created through the establishment of an outsourced Federal Act Project Management Office (PMO) within ITD that will oversee project execution, monitoring and reporting across all initiatives.

In total, approximately 2,200 external jobs would be created as a result of the IT Project List if all projects were to be implemented. These jobs will cover roles from entry to high-level positions, including:

- Entry Level Positions
- Developer
- Web Developer
- .NET Developer
- Java Developer
- Trainer
- Mid-Level Positions
- Database Administrator

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- Architect
- System Analyst
- Business AnalystNetwork/Telecommunications
- High-Level Positions
- Project Manager
- Program / Portfolio Managers

# eHealth Projects

The following table summarizes the eHealth projects and their potential impact:

eHealth Projects					
Project	Total Project Count	Total Cost / Federal Act Request	Potential for New External Jobs		
Ambulatory Electronic Health Records (AEHR)	1	340,000,000	805		
Computerized Physician Order Entry (CPOE)	1	125,000,000	275		
Community Health Center EHRs (CHC)	1	13,000,000	32		
State-level Health Information Exchange (S-HIE)	1	35,000,000	96		
TOTAL	4	513,000,000	1208		

Most of the eHealth projects will be staffed through contracts with implementing organizations. Therefore, most of the jobs created will be in the private sector.

In total, an estimated 1200 external jobs would be created if all of the projects were to be implemented. These jobs will cover roles from entry level jobs to high-level positions, such as:

- · Entry Level Positions
- Trainer
- Business Analyst
- Programmer
- Mid-Level Positions
- Implementation Lead
- Database Administrator
- System Architect
- High-Level Positions
- Project Manager

#### Appendix 2C: eHealth Projects Recommendations Details

Healthcare is information intensive. In the U.S. in general, it is also very much paper-based and highly fragmented with well documented associated issues in terms of patient safety, quality of care, and costs. While the Commonwealth of Massachusetts is one of the most advanced States in both the deployment of electronic health records (EHRs) in its various care-delivery settings, and the deployment of health information exchanges (HIEs) across settings, it is far from having achieved ubiquitous EHR automation and information sharing.

The four eHealth projects identified below are designed to close the automation gaps within three critical caredelivery settings (individual physician practices, acute care hospitals, and community health centers) and to deploy a state-wide HIE:

# 1. Ambulatory Electronic Health Records (AEHR)

This project is designed to deploy an AEHR in 13,000 individual physician practices (out of the estimated 14,000 physician practices that exist in the Commonwealth).

On average, only 15% of the individual physician practices have clinical information systems (with typically the larger practices being more automated and the solo practitioners [there are 4,000 of them in the Commonwealth] being far less so). Yet, also on average, 35 to 40% of all the care provided in a community takes place in these individual physician practices. The lack of automation means that these physicians cannot easily trend patient data; do not have the clinical decision support tools that could alert them of adverse drug-to-drug interactions; cannot be electronically reminded of best medical practices; etc.

AEHR systems include these alert and reminder features. They typically include productivity tools such as an electronic prescribing that allows orders to be renewed and communicated automatically to pharmacies. AEHRs also allow patient data to be exchanged among authorized are providers both within a practice and with external providers (and increasingly with patients themselves).

The two primary obstacles to the deployment of AEHR systems in individual physician practices have been costs and implementation/support issues. This project is intended to alleviate these two concerns by lowering the adoption costs (on average, physicians will only contribute 15% of their practice installation's total costs), and by selecting AEHR systems that would be deployed by implementation organizations (IOs) vetted and monitored by the MeHI/DOH. In addition, the AEHR systems will be proposed in an ASP (Application Service Provider) mode where the application is remotely operated and maintained by approved service organizations (SOs).

#### 2. Computerized Physician Order Entry (CPOE)

This project is designed to deploy a CPOE system in the 63 acute care hospitals throughout the Commonwealth that still do not have one or one fully implemented.

Most hospitals have installed ancillary (laboratory, radiology, pharmacy, etc.) and order entry/results reporting (OE/RR) systems. Yet, most of these OE/RR systems are typically used by data entry clerks and nurses, with well documented patient safety issues. For instance, the greatest percentage of preventable adverse drug events (ADEs) occurs during physician ordering(). Less than 5% of U.S. hospitals have CPOE, i.e., clinical systems designed to be directly used by the attending physicians so that they can access patient information real time at the point and time of decision making, and enter their own orders so that transcription errors are eliminated. They can also take advantage of a variety of built-in clinical decision support tools: e.g., alerts regarding a potential medication error (wrong dosage, allergic reaction, drug-to-drug interaction, etc.); alerts regarding the existence of test results to avoid duplicate ordering; best practice reminders; recommended switch to a generic drug; etc. CPOE systems also typically automated workflows, electronic physician documentation (using templates that increase the electronic capture of structured data), and an integrated medication administration-pharmacy application. They are designed to be used by physicians and therefore incorporate special user interface and performance requirements.

The two primary obstacles to the deployment of CPOE systems in acute care hospitals have been costs and adoption issues. CPOE implementation is a time-consuming and expensive undertaking requiring at least two years for most hospitals, with a price tag that is beyond the reach of many community hospitals (especially those in relatively poor communities). Achieving physician utilization is also a daunting challenge as CPOE changes the way in which physicians practice medicine on a day-to-day basis. This project is intended to alleviate these two concerns by lowering CPOE costs and selecting implementation organizations (IOs) that have a proven methodology and the resources to support these complex clinical transformation projects.

#### 3. Community Health Center EHRs

This project is designed to deploy an EHR in the 12 Community Health Centers (CHCs) in the Commonwealth that still do not have one or one fully implemented. The project also includes deploying a central clinical data repository (CDR).

CHCs serve as the front line of the primary care system for the Commonwealth. They are typically designed to provide underserved populations with preventive care and chronic disease care management services, thereby alleviating the burden on hospitals' emergency departments, It is critical that these care-delivery settings be clinically automated to enhance patient safety and care quality, increase staff productivity, and allow patient information to be shared with the acute care hospitals. Functionally, these CHC EHR systems are very similar to the physician practices' AEHR systems mentioned earlier.

Because of the populations they served, CHCs also function as an "early warning system" of emerging trends in public health. To exploit this potential, an additional project component is the deployment of a central CHC-specific CDR which will provide timely outcome and gap reporting on preventive and chronic care programs, and quality measures and improvement reports for the management of public health programs and the individual centers.

The two primary obstacles to the deployment of CHC EHR systems have been costs and implementation issues. This project is intended to alleviate these two concerns by lowering the system costs and selecting EHR solutions that would be deployed by implementation organizations (IOs) vetted and monitored by MeHI/DOH. In addition, the central CDR implementation can deploy data mining and reporting tools cost-effectively and provide each CHC with shared resources to help address their analysis and reporting needs.

# 4. State-level Health Information Exchange (S-HIE)

The three prior projects are designed to enhance the clinical automation level of three major care- delivery channels: individual physician practices (where the biggest automation gap probably resides); acute care hospitals; and CHCs. In parallel with the general deployment of EHRs in these three care-delivery channels, this project is designed to deploy a state-level health information exchange (S-HIE) that will support the

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secure sharing of patient information among them and the care-settings that already have EHRs. The project also includes the deployment of a state healthcare data warehouse that will aggregate and normalize deidentified patient data for the purpose of population management, bio-surveillance, and quality/outcome measurement

HIEs support the electronic movement of health-related data according to an agreed upon set of interoperability standards, across non-affiliated organizations in a manner protecting privacy and security. HIEs are expected to yield a wide range of benefits: increased patient safety (for instance, by sharing a patient's allergy data and medication list among his/her care providers); increased care quality (as a provider has access to patient data across the whole continuum of care at the time of decision making); and reduced cost (as information sharing reduces duplicate testing and the number of ADEs, streamlines or eliminates administrative processes like the manual pulling of patient charts, etc.). In fact, the state-level HIE (S-HIE) is intended to be a "network of networks" both connecting C-HIEs and encouraging their development. The S-HIE also includes a state-wide clinical data warehouse (CDW) made of de-identified patient data and including clinical analytics for the purpose of population management, bio-surveillance, compliance reporting, and outcome/performance analysis.

The primary obstacle to the deployment of a S-HIE has been its initial deployment cost. This project is intended to finance the S-HIE for a finite amount of fund and a finite amount of time; with the expectation that the project will become financially self-sustainable after that initial investment period. Indirectly, the S-HIE project is expected to foster the development of C-HIEs in medical trading areas throughout the Commonwealth

To a large extent, these four projects should be considered as one e-Health program, engaging both EHRs and HIEs within the same initiative. Though unusual, this approach is highly logical and can offer important advantages:

- For physicians to gain value from a C-HIE, certain conditions must be met that EHR deployment
  enables. Specifically, a large quantity of medical information needs to be collected in a standardized
  electronic format and made available through the HIE, so that identifying and obtaining clinical data
  becomes a practical part of an office visit. Only a broad set of EHR-enabled physicians, as part of a
  coordinated community-wide system will generate such a store of standard, electronic clinical data;
- The value of an EHR system increases greatly if it has the power to integrate –quickly, easily, accurately, and consistently at the point of care – data obtained through a HIE from other caredelivery settings; and
- A concerted implementation process for EHRs and HIEs will leverage their interdependent value, facilitate networking and interoperability, and promote the establishment of a functional, useful HIE.

#### The Powerful Vision of an Interoperable EHR

The value of the four eHealth projects recommended is both individual and synergistic. Synergistic means that the value of each project is increased by the others. For instance, the "value proposition" of an individual EHR is strongly increased when that EHR serves as a conduit for a provider to send and receive electronic information about a patient, and allow coordination of care across the continuum. Conversely, the automation of individual physician practices greatly increases the value of an HIE. The base EHRs also permit the accumulation of valuable clinical data for purposes of health assessment s and policy development, biosurveillance, research, etc.

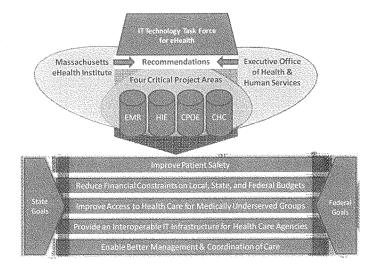
Considered together, these four eHealth projects promote the concept of a state-wide interoperable EHR is to provide integrated clinical information systems across the whole care continuum. The concept provides a powerful model which can potentially be applied across all care settings and will support all care professionals and disciplines. The interoperable EHR will be integral to delivering the medicine of the future in the Commonwealth. A future where care-delivery settings will be fully integrated across the whole care continuum and the patient will pass seamlessly through the system with controlled and managed 'hand-offs' with information flowing with the patient. A future where the expertise and skills of a wider range of clinicians will be used to deliver healthcare and where there will be much more emphasis on team working with

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clinicians moving between different settings to deliver the care that is required, rather than asking the patient to travel as is now the case.

A future where the interoperable EHR will provide the foundation for integrated care and as a by-product will provide reliable and timely information for research and population management.

A future where patients will be better informed about their illness, their general health and well being, and about the services that are available to them. This will enable patients to make informed decisions about their own health and will support choice in how services are delivered and tailored to meet their individual needs. As a result the population as a whole will take more ownership and personal responsibility for their own health and, in turn, this will ensure more appropriate emphasis is placed on disease/illness prevention and health promotion rather than cure.



Appendix 2D: eHealth - Potential Cost Savings

Potential Cost Savings				
Benefit Area	Description	Metric		
Communication & Clinical Documentation	Due to enhanced communication among care providers and enhanced clinical documentation mechanisms resulting from EMRs, health care delivery organizations, such as hospitals and community health centers would expect to see a decrease in partial shift overtime.	The overtime that overlaps in a given shift allocated to documenting and transferring knowledge regarding patient(s) to the next staff member of the following work shift.  Partial Shift Overtime.		
Inpatient Throughput & Capacity	Resulting from automated work flow delivered by an EMR and greater ease of retrieving patient information through an HIE, more patients would be able to access services resulting in increased medical admissions, and a decrease in the average number of transfers pending each day.	Number of Inpatient Medical Admissions.     Average number of transfers pending each day.      Length of Stay.     Excess of Days per service area.		
Inpatient Length of Stay Reduction	Length of Stay determines the number of days that a patient resides in an acute care setting following their admission; and Excess of Days per service area, such as hospital unit,			
Perioperative Services Throughput & Capacity	An automated workflow properly implemented has been proven to enhance throughput in perioperative environments conducting surgeries by increasing the number of OR cases per month, decrease OR Suite turnaround times, decrease the length of stay in the recovery room (PACU), and decrease room utilization.	Number of OR Cases per month.  OR Suite Turn-around Times PACU Length of Stay. Room Utilization.		
Emergency Department Throughput & Capacity	Immediate access to patient information and medical history through an HIE can facilitate care delivered in emergency situations, thus enabling greater access to care. This translates into increased number of ED visits, a decreased number of patients who leave without being seen, and a decrease in diversion time because an ER is able to see more patients. Also, with the automated EMR system and physician order system, the average length of stay in the ED would decrease due to greater efficiency in the process of delivering care.	Number of ED Visits.     Diversion Time, (length of time an ER diverts patients from other care providers, such as emergency medical response teams).     Average Length of Stay in ED.     Number of Left Without Bein Seen (LWBS).		
Pharmacy Utilization & Supply	The fusion of CPOE applications, tied to EMRs, and networked through an HIE can facilitate transfer of information and reduce redundant tests and orders based on availability of information for a given patient. Hence, the supply costs and pharmacy costs associated with procedures would decrease. In the process of automating workflow would enable a degree of supply and drug standardization at care organizations.	Clinical Supply Costs. Pharmacy Costs. Supply & Drug Standardization.		

#### Appendix 2E: eHealth - Potential Cost Avoidance

	Potential Cost Avoidance	
Benefit Area	Description	Metric
Adverse Drug Events	CPOE systems can be remarkably effective in reducing the rate of serious medication errors identified as "adverse drug events."  Both the number of cases and the rate of occurrence are important factors to monitor adoption as well as forecast a reduction in financial costs associated with adverse drug events.	Number of Adverse Drug Events.     Rate of Adverse Drug Events Occurring.
Duplicate Test Reduction	As a result of disparate systems across health care organizations and presence of data integrity issues associated with the data, care providers order the same tests thus duplicating services rendered in the lab or for other diagnostic purposes.	Number of duplicate lab tests.     Number of duplicate radiology tests.

### Appendix F: eHealth – System Performance

	System Performance					
Benefit Area	Description	Metric				
System Uptime	When the system is in a "steady state" the users can use and operate the system and applications in a normal manner. The system is not recovering from failures in its technology infrastructure or attempting to process work that was a result of a down state, (i.e. when the system was not available to the user), whether planned or unplanned, or conducting a history upload.	System Uptime.				
Average Response Resolution& Time	Refers to the elapsed time for a user activity when using the System in a "steady state." The Response Time measurement typically commences when the user completes an activity in the application itself, such as: (i) enters the last character in a field on a form and presses either the enter, return, tab, or similar end of activity action on the keyboard; or (ii) clicks on a confirmation to proceed indicator such as an OK, sign, confirm, done, or next dialogue box or icon. This measurement typically ends when: (i) the System is ready to accept the User's next action such as the input of data; or (ii) the data requested by the user begins to display.	Time elapsed to complete a specific activity in the application.				
Frequency of System Usage	By measuring the number of transactions (orders, results, referrals, etc.) flowing through the exchange, the Task Force will be able to gauge the facilitation of information sharing.	Number of transactions flowing through the exchange utility.				

System Performance				
Benefit Area	Description	Metric		
Number of Users	Having the vast majority of hospitals, physician practices, and other care provider organizations, such as labs, Imaging Centers, Pharmacies, etc. connected to the exchange utility means that data is being captured from multiple venues of care and creating a patient centric record across the entire continuum that is accessible to all care providers.	Number of users participating in the exchange utility by organization type.     Number of users allowed to access the exchange utility.		
Accuracy of Master Patient Index/ Record Locator Service	It is critical for use and adoption of an exchange utility to ensure that data coming into the system is standardized and is connected to the right patient.	Monitor accuracy of the utility's algorithms in retrieving the right patient data during a selected time frame.		

#### **Appendix 3: Private Development**

Recognizing the many benefits that high-speed Internet service, or broadband, can bring across all sectors to the citizens of the Commonwealth, including universal Internet for school-age children, seamless access for first responders, improved healthcare outcomes and e-health interoperability, enhanced civic participation and more efficient government, Governor Patrick identified ubiquitous broadband as a key element of the Commonwealth's economic development strategy. Towards this end, in August 2008, Governor Patrick signed An Act Establishing and Funding the Massachusetts Broadband Institute with the purpose of bringing affordable broadband to those citizens in the Commonwealth currently without access and dedicating up to \$40 million in general-obligation bond funds for the purpose of bringing affordable, robust and ubiquitous broadband, through a public-private partnership model, to unserved and underserved citizens.

#### The Public-Private Partnership Model

Unlike other more traditional and visible objects of public infrastructure investment, such as roads, bridges and school buildings, broadband is a new form of infrastructure that is materially different. Historically in the United States, broadband infrastructure has been financed, built and operated by the private sector. Unfortunately, unserved areas of the Commonwealth (mostly in rural western Massachusetts) have proven to be cost-prohibitive for telecommunications providers which have, in turn, prevented network expansion and deployment of broadband infrastructure to those areas. The required capital investment is too great, and the break-even timeline is too long. For example, detailed financial modeling suggests that a private provider would require roughly 30 years to break even on a capital investment in a rural area like western Massachusetts. Additionally, many of the public benefits of broadband do not flow directly to commercial Internet providers and are therefore (and understandably) not part of their business calculus – this is exactly where it is appropriate for targeted and careful government intervention.

Through the Broadband Institute's public-private partnership model, we are authorizing the use of state bond funds for investment in selected long-lived components of broadband infrastructure, such as conduit, fiber and wireless towers. These components will then be made available to private firms, who will use these publicly owned assets, in combination with their own privately owned infrastructure assets, to offset their cost of providing broadband service to previously unserved homes and businesses. This unique approach, and the planning that has already taken place as a result of the Commonwealth's broadband initiative, along with the tools already provided by the Legislature via the recently-enacted Broadband Act, sets Massachusetts apart from many other states across the nation. Due to the work and collaboration done to date by public and private stakeholders, Massachusetts is in an enviable position to more effectively leverage potential federal funding for broadband infrastructure deployment than many other states.

## Regarding the Massachusetts Highway Department's conduit deployment along Interstate 91 and Interstate 291

Adding these two cables into the broader backbone ring will create four sub-rings, ensuring robust, redundant, and survivable networks. The build will also include diverse entrances to the carrier-neutral facility at One Federal Street in Springfield and the state's new proposed Data Center. Approaching these projects in this fashion will realize a savings on time and money for both the Commonwealth and potential private providers looking to partner with us – and would have an immediate economic stimulus effect.

#### Overall Economic Benefits

Complementary federal funding for broadband will ensure that Massachusetts is well-positioned to compete effectively within our 21<sup>st</sup> century, knowledge-based, information economy. Broadband access has a proven track record of stimulating economic growth, creating jobs, and increasing property values and tax receipts. Broadband also generates many public returns – including fewer cars on the road, better education and health care and more efficient government – that pay societal dividends above and beyond the profits reaped by the private firms that provide the service. Universal, affordable and consistently high-quality broadband would thus be the 21<sup>st</sup> century equivalent of previous federal government infrastructure initiatives, including the expansion of electricity, telephone and road networks, which resulted in tremendous short- and long-term economic development and increased shared prosperity from targeted public infrastructure investments.

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#### MassDevelopment Non-Profit Fund

#### Higher Education Projects

Recent surveys of colleges and universities by MassDevelopment, HEFA, and AICUM reveal 67 shovel-ready construction projects totaling \$1.5 billion that are currently on hold. These projects represent 9,687 one-year FTE jobs. Eleven of these projects entail the construction of new academic facilities that will increase permanent employment by the institutions as well as allow them to increase enrollment. Eight projects entail the construction of new residence halls that would house more than 1,800 students, thus accommodating increased enrollment and relieving pressure on surrounding housing markets.

Private higher education in Massachusetts is a main economic driver by serving nearly 250,000 students, 112,000 of whom come from out of state. Massachusetts is the only state that educates more college students in the independent sector than in the public sector.

#### Healthcare Projects

Thirty-four hospitals responded to a recent survey (about one-third of the state's hospitals) and identified 198 shovel-ready capital projects with a total cost of \$2.8 billion.

- 26 hospitals identified 77 building and renovation projects with a total capital requirement of \$1 billion.
- 21 hospitals identified 70 information technology projects with a total capital requirement of \$420 million
- 16 hospitals identified 51 green/energy projects with a total capital requirement of \$1.3 billion.

	Number of Hospitals	Number of	Total Cap	ital I	Needs	P	artial Funding
	Reporting	Projects	Low Est.		High Est.	ide	ntified To Date
Building/Renovations	26	77	\$ 1,017,324,021	\$	1,026,361,021	\$	400,533,000
Technology	21	70	\$ 418,674,519	\$	422,674,519	\$	30,613,545
Green/Energy	16	<u>51</u>	\$ 1,322,183,041	\$	1,322,183,041	\$	279,329,000
Total		198	\$ 2,758,181,581	\$	2,771,218,581	\$	710,475,545

MHA notes that many hospitals identified traditional brick-and-mortar projects involving replacement, renovation, or enlargement of critical building infrastructure to replace outlated, undersized, and ageing facilities. Some of these ageing facilities were built more than three decades ago and require upgrades to meet patient needs and to satisfy current safety and efficiency requirements. The median age of Massachusetts hospitals in 2006 was 11.4 years compared with 9.7 years nationally.

#### Cultural Facilities Projects

The Massachusetts non-profit cultural economy employs 45,000 people and has a statewide economic impact in excess of \$3 billion. Cultural organizations rank as second highest in a survey of why people visit the Commonwealth, and tourist spending supports hotels and restaurants. Gateway cities such as Lowell, New Bedford, North Adams, and Pittsfield depend on cultural facilities as a key component of their economic development. A general decline in corporate and personal contributions to these facilities is expected over the course of the current recession. Given the overall economic impact of this segment and the magnitude of potential projects, this sector merits strong support.

A survey conducted by the Massachusetts Cultural Council last month indicates that 72 shovel-ready projects across the state have an aggregate project budget of \$682.9 million.

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#### **Appendix 4: Procurement**

#### **Appendix 4A: Current Procurement Requirements**



The Commonwealth of Massachusetts
Office of the Inspector General

GREGORY W. SULLIVAN

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#### Dear Local Official:

The following charts were created by the Office of the Inspector General for local officials to use as a quick reference guide on public procurement procedures that must be followed pursuant to the Massachusetts General Laws. Your local rules may establish stricter or additional requirements that you must follow. Contact your chief procurement officer (CPO) or legal counsel for advice on your local rules and procurement procedures.

The charts highlight particular areas which may require compliance depending on the cost or the nature of your procurement. For example, the charts highlight, where applicable, the requirement for a ten-hour course in construction safety and health approved by the United States Occupational Safety and Health Administration (OSHA). Pursuant to M.G.L. c.30, §39S, any person submitting a bid for, or signing a contract to work on, a public building or public works project estimated to cost more than \$10,000, must certify under the pains and penalties of perjury that he or she is able to furnish labor in harmony with all other elements of labor employed in the work and that all employees employed on the worksite, or in work subject to the bid, have successfully completed at least ten hours of OSHA approved training. The charts are meant to provide a general overview of the principal public procurement statutes, and are not a substitute for the advice of legal counsel.

Any suggestions for the charts or questions concerning M.G.L. c.30B may be directed to this Office by calling 617.722.8838. Questions concerning M.G.L. c.149, M.G.L. c.30, §39M, and M.G.L. c.7 may be directed to the Office of the Attorney General by calling 617.727.2200 or your legal counsel.

Prevailing wage rate sheets may be requested online at <a href="http://www.mass.gov/dos/pwrequest">http://www.mass.gov/dos/pwrequest</a> or by calling the Division of Occupational Safety at 617.727.3492.

Central Register advertisements may be submitted online at <a href="http://www.sec.state.ma.us/spr/sprinf/infocent.htm">http://www.sec.state.ma.us/spr/sprinf/infocent.htm</a> to the Secretary of the Commonwealth. The submission deadline is 4:00 pm on Tuesday.

Goods and Services Bulletin advertisements may be submitted online at <a href="http://www.sec.state.ma.us/sprpublicforms/GSSubmissionform.aspx">http://www.sec.state.ma.us/sprpublicforms/GSSubmissionform.aspx</a> to the Secretary of the Commonwealth. The submission deadline is 4:00 pm on Wednesday.

Sincerely

Gregory W. Sullivan Inspector General

Gregory W. Sullivan

February 2009

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M.G.L. c. 149
BUILDING CONSTRUCTION CONTRACTS

					A
Estimated	Under	\$10,000 to	\$25,000 to	Over	Over
Contract	\$10,000	\$24,999	\$100,000	\$100,000	\$10,000,000
Amount					
Procurement	Solicit	Solicit written	Sealed bids	Sealed bids.	Solicit
Procedure	three	price quotes.	(using M.G.L.		statements of
	written	, ,	c.30, §39M		qualifications.
	price		procedure).		·
	quotes.		· '		
Advertising	No.	Advertise	Advertise once	Advertise once	Advertise the
Requirements	140.	once in the	in the Central	in the Central	request for
requirements		Central	Register and	Register and	qualifications
		Register and	newspaper at	newspaper at	once in the
			least two	least two	Central
		post a notice			
		on your	weeks before	weeks before	Register,
		jurisdiction's	bids are due,	bids are due,	newspaper,
		bulletin board	and post on	and post on	and Comm-
		for at least	your	your	PASS at least
		two weeks	jurisdiction's	jurisdiction's	two weeks
		before bids	bulletin board	bulletin board	before bids are
		are due.	or website for	or website for	due.11
		Posting on	one week	one week	
		your website	before bids are	before bids are	
		or Comm-	due.	due.	
1		PASS is			
		optional.			
		орионан.			
DCAM	No.	No.	No.	Required for	Required for
Certification	110.	110.	110.	general bidders	general bidders
Certification				and filed sub-	and filed sub-
				bidders.	bidders.
				biddeis.	bidders.
OSHA	No.	Yes.	Yes.	Yes.	Yes.
Training	. 10.				
r rammy					
City/Town	No.	No.	No.	Optional.12	Yes.
Prequalificatio					
n					
Filed Sub-bids	No.	No.	No.	Yes (\$20,000	Yes (\$20,000
1 1150 000-0103	140.	110.	110.	and over).	and over).
				and over j.	and over).
Bid Deposit	No.	No.	5% of the value	5% of the value	5% of the value
Did Doposit	.,		of the total bid.	of the total bid.	of the total bid.
			o. the total Mu.	or sub-bid.	or sub-bid.
				or sub-biu.	or sub-biu.
Payment Bond	50%	50% payment	50% payment	100% payment	100% payment
. ajiiiain Dond	70.0	2070 8070111	/- F-J 1	. Jord payone	,

<sup>&</sup>lt;sup>11</sup> The advertising procedures listed pertain only to the request for qualifications. Within 14 days of the completion of the prequalification evaluation process, you are required to post a notice in your jurisdiction, and on Comm-PASS listing those general and sub-bidders who have been prequalified. A copy of the notice must be sent via first class mail, postage pre-paid to all prequalified general and sub-contractors along with an invitation to bid. The invitation to bid must have a deadline of at least two weeks. You may only solicit bids from those contractors that have been prequalified.

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<sup>&</sup>lt;sup>12</sup> If you decide to use the optional prequalification process for projects over \$100,000, follow the procedures listed in the "Over \$10,000,000" column.

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	payment bond, if project cost is more than \$2,000.	bond.	bond.	bond.	bond.
Performance Bond	No.	No.	No.	100% performance bond.	100% performance bond.
Prevailing Wage	Yes.	Yes.	Yes.	Yes.	Yes.
Contractor Evaluation	No.	No.	No.	Yes.	Yes.

# M.G.L. c. 30, §39M PUBLIC WORKS (NON-BUILDING) CONSTRUCTION

PUBLIC WORKS (N	ON-BUILDING) CONSTRUCTION	JN
Estimated Contract Amount	\$10,000 and under	Over \$10,000
Procurement Procedure	No.	Sealed bids.
Advertising Required	No.	Advertise once in the Central Register and your local newspaper at least two weeks before bids are due, and post a notice on your jurisdiction's bulletin board for one week before bids are due.
DCAM Certification	No.	No.
OSHA Training	No.	Yes.
City/Town Prequalification	No.	No.13
Filed Sub-bids	No.	No.
Bid Deposit	No.	5% of the value of the total bid.
Payment Bond	50% payment bond, if project cost is more than \$2,000.	50% payment bond.
Performance Bond	No.	No.
Prevailing Wage	Yes.	Yes.

### M.G.L. c.30B alternative procurement procedure referenced from M.G.L. c.30, §39M(d). PUBLIC WORKS (NON-BUILDING) CONSTRUCTION

Estimated Contract Amount	Over \$10,000 up to \$25,000
Procurement Procedure	Sealed bids.
Advertising Required	Advertise once in your local newspaper at least two weeks before bids are due, and post a notice on your jurisdiction's bulletin board for at least two weeks before bids are due. M.G.L. c.9, §20A requires an advertisement in the Central Register.

<sup>&</sup>lt;sup>13</sup> Although M.G.L. c.30, §39M does not mandate a contractor prequalification process, prequalification of bidders by the Massachusetts Highway Department is required for contracts of \$50,000 or more where the awarding authority receives State Aid funds under M.G.L. c.90, §34, or the work is on a state road, regardless of whether the awarding authority receives State Aid funds under M.G.L. c.90, §34.

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DCAM Certification	No.
OSHA Training	Yes.
City/Town Prequalification	No.
Filed Sub-Bids	No.
Bid Deposit	No.
Payment Bond	50% payment bond.
Performance Bond	No.
Prevailing Wage	Yes.

# M.G.L. c.7, $\S$ 38A½-O PUBLIC BUILDING PROJECTS DESIGN SERVICES

Cities, Towns, Regional School Districts, and Horace Mann Charter Schools 141516

Cities, Towns, Regional	School Districts, and Horace Mann	Charter Schools
Estimated Construction Cost Design Fee*	\$100,000 or less *	Over \$100,000*
Procurement Procedure	No. Recommend soliciting qualifications and prices from at least three designers.	Qualifications-based selection process. Jurisdiction must either set the design fee or set a not-to-exceed fee limit and negotiate the fee with the top-ranked designer within the fee limit.
Advertising Required	No.	Advertise once in the Central Register and your local newspaper at least two weeks before the deadline for filing applications.
Designer Selection Board	No.	Registration and application.

<sup>14</sup> Cities, Towns, School Districts, and Horace Mann Charter Schools are required to adopt their own procedures for selecting designers for building projects. These procedures must conform to the purposes and intent of the designer selection process as outlined in M.G.L. c.7, §\$38A½-O and noted herein. See the Model Designer Selection Procedures for Municipalities and Other Local Public Agencies developed by this office at <a href="https://www.mass.gov/ig/publ/dsbguide-htm">https://www.mass.gov/ig/publ/dsbguide-htm</a>.

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<sup>&</sup>lt;sup>15</sup> Housing Authorities must follow the procedures established by the Department of Housing and Community Development for design of state-funded housing.

<sup>&</sup>lt;sup>16</sup> Executive Departments of the Commonwealth and Commonwealth Charter Schools are subject to the jurisdiction of the Designer Selection Board when the design fee is \$10,000 or more and the construction project is estimated to cost \$100,000 or more.

Designer Evaluation (Submit to DCAM and Designer Selection Board)	No.	Yes.
Registration	No.	Yes, by Board of Registration in the appropriate discipline.
Insurance	No.	10% of the total cost of the project or \$1 million, whichever is less.
Prevailing Wage	No.	No.

<sup>\*</sup> Design Fee: The Designer Selection Board recommends that when there is no estimated cost of construction, the designer selection procedures should be followed if the design fee is \$10,000 or more. For practical purposes, the design fee should not exceed 10% of the estimated cost of construction.

M.G.L. c.30B Procurement of Supplies and Services

Estimated Contract Amount	Under \$5,000	\$5,000 to \$24,999	\$25,000 and over
Procurement Procedure	Sound business practices.17	Solicit three written or oral quotes.	Sealed bids or proposals. (M.G.L. c.30B, §§5 or 6).
Advertising Required	No.	No.	Advertise once in a newspaper of general circulation at least two weeks before bids or proposals are due, and post a notice on your jurisdiction's bulletin board or website for two weeks before bids or proposals are due. If \$100,000 or more, advertise once in the Goods and Services Bulletin.
Award contract to:	Responsible18 person offering a competitive price.	Responsible person offering the lowest price.	Under §5, the responsive19 and responsible bidder offering the lowest price. Under §6, the most advantageous proposal from a responsive and responsible proposer taking into consideration price and evaluation criteria.

<sup>&</sup>lt;sup>17</sup> This office interprets sound business practices to mean periodically checking price lists or seeking price quotes to ensure that you are receiving a competitive price for the supply or service.

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 $<sup>^{16}</sup>$  M.G.L. c.30B, §2 defines a responsible bidder or offeror as "a person who has the capability to perform fully the contract requirements, and the integrity and reliability which assures good faith performance."

<sup>&</sup>lt;sup>19</sup> M.G.L. c.30B, §2 defines a responsive bidder or offeror as "a person who has submitted a bid or proposal which conforms in all respects to the invitation for bids or request for proposals."

Written Contract20	No.	Yes.	Yes.
Maximum Contract Term21	Three years, unless majority vote authorizes longer.	Three years, unless majority vote authorizes longer.	Three years, unless majority vote authorizes longer.

<sup>&</sup>lt;sup>20</sup> M.G.L. c.30B, §17(a) states "All contracts in the amount of [\$5,000] or more shall be in writing, and the governmental body shall make no payment for a supply or service rendered prior to the execution of such contract."

<sup>&</sup>lt;sup>21</sup> M.G.L. c 30B, §12(b) states "Unless authorized by majority vote, a procurement officer shall not award a contract for a term exceeding three years, including any renewal, extension, or option."

# Appendix 4B: Procedures for Good Faith Efforts PROCEDURES FOR GOOD FAITH EFFORTS

#### Objective of Good Faith Efforts

Good faith efforts are those that, given all relevant circumstances, a bidder/offeror actively and aggressively seeking to meet a DBE goal would make. The bidder/offeror must show that it took all necessary and reasonable steps to achieve the DBE goal, which by their scope, intensity and appropriateness to the objective, could reasonably be expected to obtain sufficient DBE participation, even if they were not fully successful. Only those efforts made prior to the award stage will be considered for evaluation of good faith efforts.

To award a contract to a bidder/offeror that has failed to meet the DBE contract goal as stated in that specific solicitation, the MBTA would decide whether the contractor made "good faith efforts" to actively and aggressively seek DBEs to meet the established goal. In determining whether good faith efforts have been made, the MBTA will consider on the basis of documentation timely submitted, the quality, quantity and the intensity of the different types of efforts that the bidder/offeror has made.

#### Procedure/Steps

The MBTA considers each of the listed steps particularly significant in evaluating a bidder's good faith efforts. The kinds of efforts that are considered demonstrative of good faith efforts include, but are not limited to, the following:

- 1. Pre-bid meetings/advertising/written notices. A bidder's or offeror's failure to solicit through all reasonable and available means (e.g. pre-bid meetings, advertising and/or written notices) the interest of all certified DBEs who have the capability to perform the work of the contract, may be considered adversely by the MBTA in assessing good faith efforts. Advertisements and written notices should be placed in minority and/or women trade association's newspapers or other media that can reasonably be expected to reach DBE firms. The bidder/offeror must determine with certainty if the DBEs are interested by taking appropriate steps to follow up initial solicitations.
- 2. Identifying portions of the work/Letters. The contractor is expected to select portions of the work to be performed by the DBEs in order to increase the likelihood that the DBE goals will be achieved. This includes, where appropriate, breaking out work items units to facilitate DBE participation, even when the prime contractor might otherwise prefer to perform these work items with its own forces.

A bidder or offeror is expected to solicit sub-bids by mailing on a timely basis, registered or certified letters to DBE firms qualified to perform those categories of work which the bidder is willing to subcontract. The letter will clearly identify the portions of work and also offer to breakdown more portions that are economically feasible to facilitate DBE participation. The letter may also offer assistance with regard to bonding and insurance requirements, where applicable, and/or financing (e.g. lines of credit). Other assistance may include: contacting bonding and insurance companies of behalf of DBEs; arranging with sureties incremental or phased bonding for the DBEs; paying for the cost of the bond or insurance; and waiving bond or other requirements.

Bidders will use the Massachusetts Unified Certification Program (MUCP) known as SOMWBA as a source of DBEs for solicitation. In addition to this mandatory requirement to use the MUCP database, bidders are encouraged to use the services of minority and women community organizations in order to identify certifiable DBEs for work under the contract.

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- 3. Adequate information and follow-up by Primes Contractors. Prime contractors/bidders/offerors are expected to provide DBEs with adequate information about the plans, specifications, and requirements of the contract in a timely manner to assist them in responding to a solicitation. Follow-up activity by the Prime must be documented by telephone logs or other written documentation which provide:
  - Type of contact, e.g. telephone call, visit, letter.
  - Name of person who made contact and name of person and firm contacted; telephone, and date of contact
  - · Response from the firm contacted

Responses from interested DBEs. Bidders will submit records of responses, proposals and/or bids received from DBEs, which will include:

- Names, addresses and telephone numbers of all DBEs that responded to the bidder's solicitation
- All responses, proposals, or bids received and whether these were in writing or verbal. If written, copies of such responses must be submitted
- The date each response was received.
- 4. Negotiating in good faith. It is imperative that the bidder negotiates in good faith with interested DBEs. A summary of all communications and negotiations between the bidder and the DBE should be documented by the bidder. It is the responsibility of the bidder/offeror to make a portion of the work available to the DBE subcontractors and suppliers and to select these portions of the work or material needs consistent with available DBE subcontractors and suppliers, so as to facilitate participation. Evidence of such negotiations includes: names; contact information of DBE considered; information regarding plans for the work selected for subcontracting; and evidence as to why additional agreements could not be reached for DBEs to perform the work.
- Equipment/Supplies/Materials. Contractors may make efforts to assist interested DBEs in obtaining necessary equipment, supplies, materials, or related assistance or services.
- Other Bidders. Whether other bidders on the procurement met the DBE goal in itself is not determinative but may be instructive.
- Other Efforts. Each bidder/offeror may include in the information submitted any other efforts made to meet the DBE goal that are not listed above.

#### Appendix 4C: Streamlined Design Services Procurement Process

#### STREAMLINING THE PROCESS FOR PROCUREMENT OF DESIGN SERVICES

Objective: Make the procurement process for study design services and final design services more efficient.

#### Why is it needed:

The process is currently too cumbersome in two areas:

- Continuation Services
- currently DCAM and the DSB use a two step process in order to have a designer appointed to perform the
  continued services of final design where that firm already performed the study
- · this process can be reduced to one step saving time and unnecessary work to accomplish the same goal
- experience shows that the firm selected for the study is almost always asked to continue on to perform final design services
- note: G.L. c. 7, section 38I requires the DSB to approve continued or extended services (both defined) and the recommended course of action below will not affect that section 38I

#### 2) Study Certification

- currently the process of contracting with a designer to perform final design services on a building project is being delayed by the requirement that there be a completed certified study by the DCAM commissioner in place, before moving forward with encumbering funds, signing a contract and authorizing the designer to proceed
- where the certification of a study is a formality, significant time can be saved by allowing the final design to
  proceed upon completion of the basic elements of the study (to be determined by DCAM commissioner)
  and sign off by the user agency

#### What is needed: \*

#### 1) Continuation Services

#### Administrative Change

- DSB to combine procurement process of study and final design services by specifying in the study design advertisement, that when the DSB ranks and chooses the finalists for study design services, this also constitutes the DSB's approval of continuation to final design services unless the DCAM commissioner determines otherwise
- this will require a change to the statutory quorum requirements because the DSB will be acting on larger projects at the outset (see next bullets)

#### Proposed Legislation

- G.L. c. 7, section 38F (d) calls for three "classes" of projects differentiated by size and complexity and each class of project has a different quorum requirement for the DSB to act
- The separate classes of project are not necessary and section 38 (d) should be deleted.
- The DSB should be bound by only one quorum requirement for simplification of the process
- Set the quorum for all project at six members this will be a reduction from nine which was the quorum for the largest and most complex projects – but require that four of the six must be architects or engineers
- The Regulation at 811 CMR Section 4.01 and sequence, which addresses the "classes" of projects referenced in the above bullets must be repealed

#### 2) Study Certification

- Administrative change DCAM to determine earliest time possible to proceed with final design services for commissioner to authorize proceeding, i.e., minimal study components for schematic design that that should be included for User Agency, Programming Director and DCAM Commissioner Sign-off. DCAM confirmation of the need for the proposed project; Building Space Program with Adjacency Diagrams; Feasibility and constructability analysis; Proposed Scope of construction with alternatives considered; Implementation Schedule; Cost Estimate
- Legislation In G.L. c. 29, section 7K eliminate the study certification formality requirement in item (d) of 7K, which requires that the DCAM commissioner certify in writing to the commissioner of administration that the study is complete and appropriate, and add a provision stating that the contract for design may be awarded upon satisfactory completion of the basic elements of the study, in the DCAM commissioner's discretion.

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<sup>\*</sup>Items affecting the DSB have been vetted through and are fully endorsed by the DSB

# Appendix 4D: Centralized Prequalification for Construction Manager at Risk Firms Statewide Centralized Prequalification for Construction Manager at Risk Firms

Existing Law: Under GL c 149A, each awarding authority, on a project by project basis, undertakes its own time consuming, labor intensive, two phase procurement process to: 1) prequalify or reject firms seeking prequalification; and 2) seek both non-price and price proposals from those firms it prequalified. This proposal would centralize the first phase, the prequalification of the CMs on a non-project specific basis, with the Division of Capital Asset Management (DCAM).

Proposed Legislation: The proposed legislation would authorize DCAM to issue a statewide Request for Qualifications to prequalify firms for CM at Risk projects undertaken by various awarding authorities across the Commonwealth. Annually DCAM would initiate the statewide CM Request for Qualifications process, generally following the current requirements of GL c.149A, except that it would not be tied to any particular project or project schedule, and the scope of services would be broad to be later refined by the awarding authority at the RFP stage. DCAM would advertise the RFQ, require submission of materials consistent with existing law, apply the same criteria it currently uses consistent with existing law and firms would be required to have prior CM at Risk experience. The statewide list of prequalified firms would be valid for one year from its issue, with firms required to reapply on an annual basis.\* Only those firms appearing on the centralized statewide list of prequalified CMs would be able to submit proposals to individual awarding authorities as those awarding authorities undertake procurements for individual CM at Risk projects.

Awarding Authorities undertaking the CM at Risk Request for Proposals process could accept proposals from firms on the Statewide List of Prequalified CMs. At the RFP stage awarding authorities would generally follow the current RFP process, advertising the project and in the RFP identify project specific qualifications or experience, specifics of the project, and the scope of services. Valid DCAM Certification as well as an Update Statement would be required at both the RFQ and RFP stages and awarding authorities would select CMs utilizing the criteria consistent with the existing law, including similar project experience.

Advantages: Under the proposal there would be one statewide list of prequalified CMs for Massachusetts CM at Risk projects. It would relieve individual awarding authorities from having to undertake the repetitive and time consuming task of prequalification on a project by project basis and the relieve CM firms from having to submit voluminous and repetitive materials to each awarding authority on a project by project basis. At the six month point the statewide list could be opened up if new firms want to apply for addition to the list, and if deemed prequalified would be added to the list until the next annual statewide prequalification is undertaken by DCAM.

\*DCAM does not believe grouping firms by type of projects or size of projects at the RFQ stage for developing the centralized statewide list is necessary and that one master list of prequalified firms is sufficient. Awarding Authorities will identify project specific prior experience requirements in the RFP, and at the RFP stage a firm's DCAM Certification, single project limit and aggregate project limit will serve to also ensure that they are not applying for projects which may exceed their prior experience or capacity.

#### Appendix 4E: Proposed "Condensed" Prequalification Process

#### Proposed "Condensed" Prequalification Process For Vertical Construction Projects

The following is a proposal for a Condensed Prequalification Process for use during the Federal stimulus period. In making this proposal, significant consideration has been given to the required balance needed between the urgent economic priority of expediting "shovel-ready" projects in order to get both people and businesses in the Commonwealth back to work and the critical need to protect the public interests and maintain quality and accountability in the selection of contractors and subcontractors eligible to perform work on public construction projects.

This proposal does not eliminate the current prequalification process required in M.G.L. c. 149, §§ 44D½ and 44D¾ and 810 CMR 9.00 and 810 CMR 10.00 for projects with an estimated construction cost of \$10 million or more. Instead, this proposal is intended to provide awarding authorities with the OPTION to conduct an abbreviated process, in lieu of the current required process, providing certain requirements are met.

Highlights of the proposed Condensed Prequalification Process "option" created by this proposal are below:

- Awarding authorities opting for the Condensed Prequalification Process shall be required to utilize a standard RFQ that includes specific requests for submission of information on all statutory criteria not otherwise included in the DCAM Certification review process. (see attached chart)
- Awarding authorities opting for the Condensed Prequalification Process shall have an affirmative obligation to review the DCAM Certification files and must certify in writing that they have reviewed the DCAM Certification files for all current prequalification criteria identified as duplicative with the DCAM Certification review process. (see attached chart)
- 3. By requiring the prequalification committee for awarding authorities conducting the Condensed Prequalification Process to affirmatively review the DCAM Certification files and certify in writing that Prequalification Committee has taken that step, the proposed process provides the awarding authority with critical information regarding an interested general contractor or subcontractor's public project record. In addition, a prequalification committee will have access to any new information that may have arisen since the most recent annual DCAM Certificate of Eligibility was issued, including information submitted by third parties or other public owners regarding any updates on contractor performance on public projects.
- 4. DCAM will revised its Update Statement form, required by contractors at both the prequalification and bidding stages of procurement, to now require the contractor to provide the required "updates" back to the date of its application for certification or re-certification rather than from the date of the last certificate issued. This is intended to fill a noted gap in reporting by contractors identified between the time a contractor applies for certification and when it has a certificate issued. By revising this reporting requirement, contractors will have to report information that may have occurred (i.e. fines, law suits, penalties, terminations, etc.) since submitting its application for DCAM certification.
- DCAM will revise its Contractor Evaluation Form required pursuant to M.G.L. §44D(7) and §44D(16) to include additional "certification" language that requires awarding authorities and owner's project managers preparing the required Contractor Evaluations to state the following:

I hereby certify that this project evaluation was not the subject of any negotiation, close-out, or settlement of the subject project or related thereto and that no compensation or consideration (either financial or

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additional work on this project or otherwise) was given to the awarding authority or me in connection with its preparation or the opinions contained herein.

# Appendix 4F: Energy Service Contracts – Solicitation from Three Prequalified Firms

#### Energy Service Contracts - Solicitation from Three Prequalified Firms

#### **Current Law:**

M.G.L. c. 25A, §11C authorizes the procurement of an energy services contract with one company that provides a combination of services including energy audits, design, financing, construction, and maintenance services. DCAM conducts the procurement process for these combined services by issuance of a publically advertised request for proposals ("RFP") seeking proposals from DCAM Certified energy service companies (ESCOs). Currently, §11C requires DCAM to publically solicit proposals from all DCAM certified ESCOs.

In response to the RFP, ESCOs conduct a preliminary review of the designated facility and provide proposals to DCAM (and its client user agency) offering to perform certain energy conservation measures (lighting, cogen, boilers, etc) at the designated client facility. The RFP process often results in multiple proposals which can vary significantly on the type and scope of recommended energy conservation measures. Proposals are evaluated through a competitive process on the basis of cost, quality and energy savings. The proposal and evaluation process is complex and time consuming and, depending on the size and nature of the facility, it can takes approximately 3 months to complete an analysis of the recommended measures and determine what proposal is in the best interest of the user agency. Contracts are then jointly executed by selected ESCO, DCAM, and respective user agency.

This RFP procurement process for energy service contracts is not subject to the Designer Selection Board or the procurement processes specified in M.G.L. c. 149 but governed by Chapter 25A.

#### Proposal:

This proposal is to amend M.G.L. c. 25A, §11C to allow DCAM the option to establish a prequalification process that would allow DCAM to create a prequalified list of ESCOs to work on public projects in the Commonwealth (which includes DCAM and all public agencies). In addition, this proposal requires further amendment to M.G.L. c. 25A, §11C to allow DCAM and its user agencies to issue the RFP to a minimum of 3 prequalified ESCOs rather than the universe of DCAM certified and qualified ESCOs, providing the awarding authority certify that the selection of ESCOs from which proposals solicited was made in a fair and equitable manner without influence or negotiation with any ESCO. Specifically, it would allow DCAM to streamline the current RFP, proposal, evaluation and selection process by issuance of an annual RFQ intended to prequalify ESCOs. This would be as an alternative to the current requirement to seek proposals from all DCAM certified ESCOs for a particular project. By limiting the pool of ESCOs to 3 firms, DCAM and the user agency can reduce the time required to review and evaluate the energy conservation measures offered in the proposals.

The process of prequalifying approved ESCOs and inviting only a limited number of ESCOs to submit proposals through an RFP process is not a novel concept. It is being utilized at Federal facilities and several states and is endorsed by the Energy Services Coalition, which is a national nonprofit organization composed of a network of experts from a wide range of organizations working together at the state and local level to increase energy efficiency and building upgrades through energy savings performance contracting.

#### Advantages:

The advantage of this proposal would be to streamline the selection process for qualified ESCOs and expedite the installation and implementation of energy and cost savings measures. It would also result in higher quality proposals from ESCOs because ESCOs would know that only a limited number of firms have been asked to participate in the proposal process for each facility. This would also reduce costs associated with the RFP and proposal process which currently requires DCAM and its user agencies to dedicate resources to review multiple proposals (which have various engineering and technical

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components) from multiple ESCOs and determine the best fit for facility. It would further reduce costs for ESCOs currently spending the time and money to prepare proposals where the chances are limited for selection. The proposal evaluation process and selection could be shortened and more focused.

#### **Appendix 5: State Facilities and Courts**

Division of Capital Asset Management (DCAM)

#### DCAM STAFFING PROJECTIONS FEDERAL ECONOMIC RECOVERY INFRASTRUCTURE FUNDING January 12, 2009

Variable Planning Assumptions	
Fed Funding Amount (\$Millions)	\$ 300.0
Percent Large Capital Projects	50%
Percent Smaller Repairs	15%
Percent Energy Projects	35%
Avg Cost Large Projects (\$Millions)	\$ 25.0
Avg Cost Small Projects	\$ 700,000
% Small Projects Managed by DCAM	60%
% New FTEs Available Through Outside Prog Mngrs (OPDC)	50%
% New FTEs Available Through Outside Prog Mngrs (Energy)	50%

Office of Planning Design and Construction Includes All DCAM Managed Projects	
Project Managers Needed	
Asst Project Mngrs Needed	1
Deputy Directors Needed	
Admin Project Coordinators	
Prog Project Managers	
Prog Planning Assts	
OPDC Admin Support	

Assume All Energy Projects DCAM Managed Energy Retrofit Planners	
Efficiency Maximization Planners	
Contract Specialists	
OFM Repair Managers for Hs Dr. Prog	- 1
Job Order Contracting Coordinator	
Energy and Maint Data Coordinator	
Commissioning Coordinator	

Critical Support Staff - All Other DCAM Offices	
Finance Contracting/Bid Room Admin *	2
Finance - Accountant *	1
Agency Wide Database Manager *	1
3id Room Additional Manager	1
Attorney - Energy and Construction *	
Real Estate/Leasing Support for OPDC *	1
variable based on amount of fed \$	
FOTAL Critical Support FTEs	7

TOTAL FTE PROJECTION ALL DCAM	
OPDC	31
E/OFM	11
OTHER OFFICES	
OTHER OFFICES	
FOTAL ALL AGENCY FTES	5.

REVISED DCAM FTES - TAKING OUTSIDE PROGRAM MNGRS INTO A	CCOUNT
OPDC	15
E/OFM	
OTHER OFFICES	
TOTAL ALL AGENCY FTEs Factoring In Outside Prog Mngr	Firms 30
AGENCY FTEs That Could Be Replaced By Outside Prog M	

#### Department of Housing and Community Development (DHCD)

Ce	HCD Bureau of Housing Development and onstruction	Current (FTE) Staffing including hiring to till existing positions FY 08 5104M Baseline Cep	Required to :  Accelerate Current Capital P	Required to:	Required to : Add Delegated Capital Projects, new odde and	Required to :	Additional Hiring Required to. Provide support and assistance to DHCO staff for all additional
Presiminary Proposed Staining Projections  In Support of The Federal Sophomic Recovery Progre		n.	Expand current scopes and add Energy Saving Components				
.Jg	nuary 9, 2006		\$311.8 m and 283 Projects over Basefine For FY10	Next \$36.4 m and 219 projects over Baseline For FY10	Next \$156.3 m and 866 projects over Baseline For FY10	Next \$73.5 M and 19 Projects over Baseline For FY10	For FV10
	lanagement						
	rector, BHDC	1					
As	et Director for Operations						
Di	ipital Finance Manager rector, Program Development						
06	rector, Project Management echnical Services Director						
16							
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	Subtotals		1 1		2		Students and Students
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De	rveloper, Mixed Finance Programs	1					
04	eveloper, Sustainability Programs apital Planning System Developer		<u> </u>				
St	istamability Project Assistant			1			
Er	nergy Specialist Subtotals	3	0	2	0		1. 1. 1. A. A. A. A. A.
	L SUPPORT FUNCTIONS						
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Cr	miract Specialist (legal staff)						
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#### Department of Conservation and Recreation (DCR)

	25 % funding	50% funding	75% funding	100 % funding
Res. Eng's	11	22	33	44.5
Project Mgr's	2.5	5	7	10
Admin Support	1 (project tracking)	2	2	2
TOTAL	14.5	29	42	57.5

#### Massachusetts Convention Center Authority (MCCA)

firm	Tishman Construction Corp. of MA	MCCA Staffing	Owner's Proj. Mgr. Staffing
Boston (	Common Garage - Entry / Exit Roadway Restoration		
	Design and Construction Management		
			0.2
	Project Executive		
	Project Manager	Existing Staff	0
	Project Assistant Manager		
			0.2
	Project Finance Administrator	Existing Staff	0,2
	Project Field Inspector		
SOC	OPM Subcontract Construction Personnel		Land of the fact of the second
23-1011	Construction Law Attorney		0.2
17-0000	Field Test Inspector		0.3
	Project Scheduler		0.3
47-1010			
13-1051	Project Estimator		
10-1001			100000000000000000000000000000000000000
	Subtotals		a 1911 September 1911
Mass Me	utual Center Arena Roof Replacement		
SOC	Design and Construction Management		
47-1010	Project Executive		0.3
	Project Manager	Existing Staff	0
	Project Assistant Manager	1	
	Administrative Assistant		0.0
13-2031		Existing Staff	0.2
	Project Field Inspector	LAGUNA DUST	X
	OPM Subcontract Construction Personnel		
	Construction Law Attorney		
	Field Test Inspector		0.5
	Project Scheduler		0.3
47-1010	Project Field Inspector		
13-1051	Project Estimator		
	Subtotali	8 0	3.7
		The Property of	
Hynes / I	MTA Tunnel Concrete Ceiling Replacement		
SOC	Design and Construction Management	1.000	
	Project Executive	1	0.2
	Project Manager	Existing Staff	0
	Project Assistant Manager	Company Cream	
	Administrative Assistant		0,2
		Existing Staff	0.2
	Project Finance Administrator	Cxistind Stay	9.4
	Project Field Inspector		
	OPM Subcontract Construction Personnel	-	arrests was interested as all gr
	Construction Law Attorney		0.2
	Field Test Inspector		O.
	Project Scheduler		0.2
	Project Field Inspector		
13-1051	Project Estimator		
	Subtotals	0	
		I make the time	を表現を表現をある。
	sbestos Flooring Abatement & Replacement		
SOC	Design and Construction Management		
47-1010	Project Executive		0.2
	Project Manager	Existing Staff	0
	Project Assistant Manager	1	0
	Administrative Assistant		0.3
	Project Finance Administrator	Existing Staff	0.2
		Existing oldin	U.,
	Project Field inspector	-	
	OPM Subcontract Construction Personnel		ada da da da
	Construction Law Attorney	ļ	0.:
17-0000	Field Test Inspector		
47,4010	Project Scheduler	1	0.3
47-1010	Project Field Inspector Project Estimator		
		8	

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Firms	Simpson, Gumpertz, and Heger, & Keville	Engineering Stat
Boston	Common Garage - Entry / Exit Roadway Restoration	
	Prime and Subconsultant Engineers & Designers	
7-1011	Principle	
7-1011	Senior Project Mgr B & C	
7-2050	Staff Consultant 1-A & 1-B	
7-2050	Senior Staff II-A	
7-2199	Structural Eng	
7-3011	Senior Drafter	
17-3022	Staff1-B	
17-2080	Environmental Engineer	
7-3022	Senior Project Supervisor A	
17-3029	Senior Lab Technician	
17-3029	Non-Technical A Support	
13-1051	Estimator	
Mass M	utual Center Arena Roof Replacement	total
Firms	Simpson, Gumpertz, and Heger, & Keville	E .
	Prime and Subconsultant Engineers & Designers	
17-1011	Principle	
17-1011	Senior Project Mgr B & C	
17-2050	Staff Consultant 1-A & 1-B	
17-2050	Senior Staff II-A	
17-2199	Structural Eng	
	Senior Drafter	
17-3022	Staff1-B	
17-2080	Environmental Engineer	
17-3022	Senior Project Supervisor A	
17-3029	Senior Lab Technician	
17~3029	Non-Technical A Support	
13-1051	Estimator	
	radii da dikira da kalimalin da kadida da kalida da ka <b>Sub</b>	total
	MTA Tunnel Concrete Ceiling Replacement	
Firms	Simpson, Gumpertz, and Heger, RW Sullivan, & Keville	
SOC	Prime and Subconsultant Engineers & Designers	
17-1011	Principle	
17-1011	Senior Project Mgr B & C	
	Staff Consultant 1-A & 1-B	
	Senior Staff II-A	
	Structural Eng	
17-3011		
17-3022		
17-2080	Environmental Engineer	
	Senior Project Supervisor A	
17-3029 17-3029	Senior Lab Technician	
17-3029	Non-Technical A Support Estimator	
12-1021	\$ub	total
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Hynes A	sbestos Flooring Abatement & Replacement	
Firms	Simpson, Gumpertz, and Heger, Tetratech Rizzo, & Keville	
SOC	Prime and Subconsultant Engineers & Designers	
17-1011	Principle	- Yesteriansimississimississimissi
17-1011	Senior Project Mgr B & C	
17-2050	Staff Consultant 1-A & 1-B	
17-2050	Senior Staff II-A	
17-2199	Structural Eng	
17-3011		
17-3022	Staff1-8	
	Environmental Engineer	
	Senior Project Supervisor A	
	Senior Lab Technician	
	Non-Technical A Support	
7-3029	Estimator	
17-3029 13-1051		tofal

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#### Administrative Office of the Courts

AOTC	Responsibilities	Projects > \$1M	Projects < \$1M
Contract Attorney	Administer the contracting process / study design Construction, etc. Coordinate the operation of bid room.		4
Engineer	Manage technical aspects of projects through the various phases of study-design-construction; work with DCAM, House Doctors		1
Project Manager	Provide onsite project supervision; reporting prevailing wage compliance		- Property
Administrative Coordinator	Process / maintain required documents, contracts, fiscal, accounting		2
Court Capital Projects			
Project Administrators	Work in conjunction with DCAM to administer all aspects of projects; Coordinate with AOTC departments to provide information;		
Architect (MA Registration)	Manage design aspects of projects through the various phases of study-design- construction. Responsible for Federal reporting requirements.	1	
Engineer (Preferably Electrical)	Manage technical aspects of projects through the various phases of study-design-construction.  Responsible for Federal reporting requirements.	1	
Administrative / Procurement Coordinators	Process / maintain required documents, contracts, fiscal, accounting	0	
Engineering / Architectural Interns	Support projects through CAD work and to coordinate construction documents.	2	

#### Appendix 6: Workforce

The following questions and answers were compiled after discussions with members across various Task Forces. This information provides a summary of the key thoughts emerging in each of the areas discussed above.

#### School Building Upgrades

Question	Response
If Federal Act money becomes available for this industry what will be your initial/short- term workforce needs?	Primarily building trades workers: plumbers and gasfitters, electricians, carpenters, masons, roofers. Also, steelworkers, heavy equipment operators, refrigeration and boiler technicians, truck drivers, laborers.
Is there a ready supply of workers or are there specific areas in which you anticipate shortages?	There are a significant number of unemployed skilled trades workers (masters and journeymen). However, there might be a need for additional apprentices and laborers, as well as additional graduates from vocational technical and proprietary training programs.
Kinds of occupations and skills needed, including certification and licenses?	Many of the occupations are licensed (electricians, plumbers and gas fitters, pipefitters, refrigeration and boiler technicians, heavy equipment operators, truck drivers)
Are there existing training vendors who you hire from or use to upgrade skills?	If projects require union contractors, the labor source is union hiring halls and the unions provide training. If projects do not require union contractors, the labor sources are varied (local relationships, advertisements) and the training system varies from vocational technical schools to proprietary training schools to OJT.

#### **Broadband Access**

Question	Response
If Federal Act money becomes available for this industry what will be your initial/short-term workforce needs?	Primarily telecommunications, or data network installers, including line installers. Will also require sub-contractor supplied construction workers engaged in laying cables or lines underground or above ground; and/or wireless towers.
Is there a ready supply of workers or are there specific areas in which you anticipate shortages?	There are a significant number of unemployed construction workers available.

Question	Response
Kinds of occupations and skills needed, including certification and licenses?	Regarding telecommunications installers, including line installers, there were 1450 fewer workers employed in 2007 (8850) compared to 2001 (10,300). While they may not be unemployed, they may be willing to come back into the industry. It is possible that any workers coming into the industry will require to be trained on the current and specific technologies being used.
Are there existing training vendors who you hire from or use to upgrade skills?	Communications Workers of America and the International Brotherhood of Electrical Workers (IBEW) have apprenticeship programs and also joint programs at community colleges. E.g., A consortium of twenty-three colleges in Northeastern states an A.A.S. Telecommunications Technology degree program for Verizon technicians. Titled Next Step, the degree program was developed in partnership with Verizon and its Technical Unions; CWA (Communications Workers of America) and IBEW (International Brotherhood of Electrical Workers). Utilities Workers Union is starting a training program in Hyde Park and is a partner in a program at Bunker Hill CC in partnership with NSTAR. Traditional companies with an AT&T heritage, such as Verizon are union shops, many competing companies are non-union.

#### Energy Efficiency

Questions	Responses
If Federal Act.money becomes available for this industry what will be your initial/short-term workforce needs?	Very difficult to determine prior to some kind of estimation of scope of work, number of sites, type of sites. But can move quickly to develop a tight estimate as stimulus information is available.
Is there a ready supply of workers or are there specific areas in which you anticipate shortages?	There may a good supply of workers available, although many will need skill upgrades. Weatherization of buildings to bring them up to EE standards has some specific skill sets attached to it (such as 'air blower door testing' and use of an infrared camera to determine where heat leaks are) that are specialized to this work. Some additional workers will also be needed, but we cannot yet quantify how many.
Kinds of occupations and skills needed, including certification and licenses?	General Contractors – General Laborers Construction Equip Operators Roofers – Siding – Windows and door installation -Painters Insulation Workers  Demolition and renovation experts Electricians HVAC - Plumbing Industrial Truck Drivers Construction Managers PV Installation Energy auditors/job estimators

Questions	Responses
	Building Inspectors Architects Engineers
Are there existing training vendors who you hire from or use to upgrade skills?	Cape Cod Community College and Greenfield Community College; potentially the "Clean Energy Institute" being developed by CSG; most workers in these areas are trained by unions or employers through OJT. There are also a number of vocational technical schools with evening programs on energy efficiency.

#### Electronic Medical Records

Question	Response
If Federal Act money becomes available for this	Health Care Information System vendors would need programmers, sales and technical support staff, and trainers
industry what will be your initial/short-term workforce needs?	Health care providers would need programmers (for conversion, IT staff for updates on software, trainers for new and ongoing staff training needs
	Many <u>acute care hospitals</u> have already implemented Electronic Medical Records (EMRs). Their needs are in ongoing training for current staff in utilizing EMRs, IT Help Desk staff to assist in use of software, and programmers/software developers to add enhancements and address changes in EMRs for increased efficiency and usefulness as well as use EMRs for management information purposes.
Is there a ready supply of workers or are there specific areas in which you anticipate shortages?	Programmers for design, enhancement and records conversion. There doesn't seem to be a lack of programmers now, but there might be some retraining needs depending on the system. Same for trainers and "help desk" staff.
	On an ongoing basis, clinicians, assistants and administrative staff will enter data, so no need for new staff. Where physicians utilize voice recognition transcription services, may utilize "correctionists" for editing. No articulated tremendous need for new staff.
Kinds of occupations and skills needed, including certification and licenses?	Health care providers need trainers to teach staff how to use EMR, help desk staff for software usage, IT staff for ongoing development /system changes to address utilization of software. For programmers and IT staff, may be a need for training in specific systems and languages but no licenses/certifications identified. Providers also need staff to develop and implement legal protocols for usage of EMRs with respect to HIPAA and other legal and internal policy considerations. Staff with ongoing responsibility for using EMRs need the following competencies: "indexing" (or naming)

Question	Response
	the document, and quality control of data entered, basic computer skills, keyboard and data entry, typing, encrypting and sending records to other providers.
	Health Care Information System Vendors need programmers/software engineers (generally college-level educated), sales staff (look for relevant work experience and/or bachelor's level education), trainers (same preparation as sales staff), and technical support staff (usually with experience in software and hardware support).
Are there existing training vendors who you hire from or use to upgrade skills?	Vendors generally hire programmers who have relevant work experience and then train them in the specific application. Same for sales, support and training staff.

The Division of Occupational Safety (DOS) administers the law referenced in the Workforce section of this document, and detailed further below (G.L. c. 149, §§ 26 and 27, et. Seq):

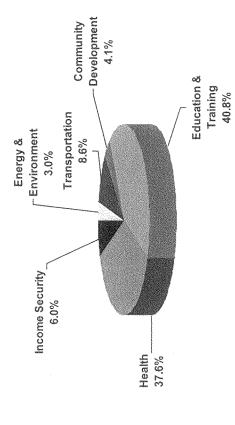
The infrastructure projects (building and transportation projects) associated with the Federal Act will all be subject to the Massachusetts prevailing wage law. The Division of Occupational Safety (DOS) administers that law (G.L. c. 149, §§ 26 and 27, et. Seq), with relevant portions shown below:

Prior to awarding a contract for the construction of public works, said public official or public body shall submit to the commissioner a list of the jobs . . . and shall request the commissioner to determine the rate of wages to be paid on each job. . . . The Commissioner . . . shall proceed forthwith to determine the same, and shall furnish said official or public body with a schedule of such rate or rates of wages as soon as said determination shall have been made. In advertising or calling for bids for said works, the awarding official or public body shall incorporate said schedule in the advertisement or call for bids by an appropriate reference thereto, and shall furnish a copy of said schedule, without cost, to any person requesting the same. Said schedule shall be made a part of the contract for said works and shall continue to be the minimum rate or rates of wages for said employees during the life of the contract. G.L. c. 147, § 27

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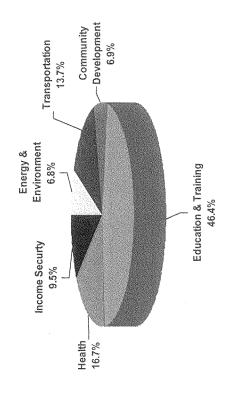
<sup>&</sup>lt;sup>1</sup> United States Small Business Administration, <a href="www.census.gov/epcd/www/smallbus.html">www.census.gov/epcd/www/smallbus.html</a> from Janneke Ratcliffe, Center for Community Capitalism, University of North Carolina at Chapel Hill, "Who Counting? Measuring Social Outcomes from Targeted Private Equity." Small Business Lending Survey, 2007 Spending Estimates, Tower Group

# Projected Federal Outlays by Sector, Fiscal Year 2010

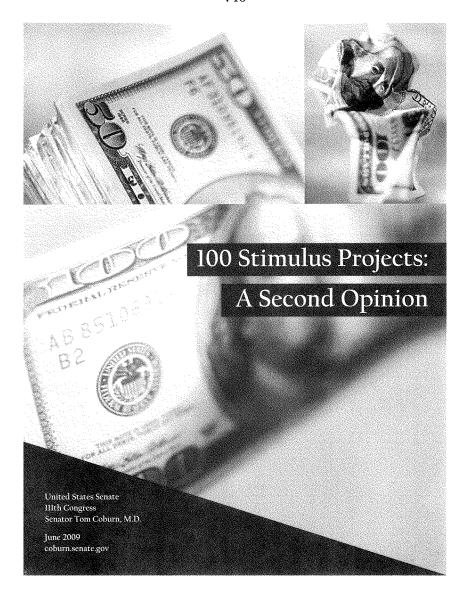


Source: GAO analysis of CBO, FFIS, and Recovery.gov data.

# Projected Federal Outlays by Sector, Fiscal Year 2011



Source: GAO analysis of CBO, FFIS, and Recovery.gov data.



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## A Second Opinion on the Stimulus

Earlier this year, Congress was quick to pass the American Recovery and Reinvestment Act, or stimulus bill that promised to jumpstart the economy and put Americans back to work by spending \$787 billion on "shovel-ready" projects across the country.

There was no question that the nation's economic condition demanded bold action. Nor is there any question that the massive amount of stimulus spending so far has created some new jobs. Yet, as recent statistics have shown, the jobs that may have been created or saved from the stimulus are not offsetting the millions of jobs that our economy is still hemorrhaging. In my estimation, Congress chose the wrong approach to stimulating the economy by spending money we don't have on things we don't need. Real stimulus includes lowering the tax and regulatory burden on hardworking families and businesses, which creates good jobs for the long term.

Unemployment soared to 9.4 percent in May 2009, according to the Bureau of Labor Statistics (BLS), with 14.5 million Americans now out of work. These numbers are staggering, but may actually be too low. BLS also reports that "true unemployment" could be as high as 16.4 percent when adjusted for all workers that would like to work full time but are discouraged from doing so. Behind these statistics are stories of families trying to make ends meet without a steady pay check, and even those who have not lost their jobs are anxious about their own financial situation, as well as the future that they can expect for their children and grandchildren.

It is fair to say that these statistics do not tell the full story of the stimulus. Taxpayers have a lot of questions about how the stimulus is working and they deserve answers.

For example, what kinds of jobs are being created? Are these permanent jobs or seasonal and temporary jobs that will soon be gone when the project is completed? What are the merits of projects being funded with stimulus dollars? Will these projects make real improvements in the lives of taxpayers and communities or are they simply pet projects of politicians and lobbyists that never got off the ground because they are a low priority? Are some stimulus projects actually making matters worse for ordinary Americans?

Taxpayers would *not* be shocked to hear that millions of dollars of stimulus money are being wasted, but they might be shocked to learn the answers to these questions. After a review of thousands of projects, it is fair to claim that there are some successes, but there are also places where we need to do better.

Earl Devaney, head of the Recovery Act Accountability and Transparency (RAT) Board, estimates that at least \$55 billion of the money may be lost to waste, fraud and abuse. Unfortunately, we all have come to expect waste and mismanagement when Washington spends money. But this time the expectation must be different. When ordinary Americans are laid off or lose their jobs, they are losing more than just income. They are losing their health insurance, as well as their ability to pay their mortgages, to send their kids to school, or even provide necessities like food and shelter.

This report is an attempt to look beyond the statistics of jobs created or even money wasted. It, instead, provides a closer examination of 100 projects, programs and missteps – worth \$5.5 billion – some even in

<sup>&</sup>lt;sup>1</sup> Bureau of Labor Statistics, "Table A-12. Alternative measure of labor utilization," June 5, 2009, <a href="http://www.bls.gov/news.release/empsit.tl2.htm">http://www.bls.gov/news.release/empsit.tl2.htm</a>.

<sup>&</sup>lt;sup>2</sup> King Jr., Neil, "Watchdog Over Stimulus Spending Toes a Delicate Line," Wall Street Journal, March 9, 2009, http://online.wsj.com/article/SB123627399401341865.html.

100 Stimulus Projects: A Second Opinion

my own home state of Oklahoma, that are likely to fail the expectation of out of work Americans who were hoping this bill would create good jobs that they are desperately seeking so that they can provide for their families once again.

I plan on issuing additional reports on stimulus projects in the months to come in the hope that by keeping government accountable, we can provide the most value for taxpayers.

Tom Coburn, M.D. U.S. Senator

### Introduction

By offering 100 examples of questionable stimulus projects, worth \$5.5 billion, this report does not attempt to *prove* that the stimulus is not working. Rather, the intent is to educate taxpayers, policymakers and the media on lessons that can be learned from some of the early missteps and prevent other questionable projects from moving forward.

As Congress debated the stimulus bill in February, there were significant concerns that billions of dollars would be wasted and the bill was rushed to passage without a single member of Congress reading it.

Even Vice President Joe Biden, who was charged with heading up the stimulus implementation, said on June 2, "Some people are being scammed already." <sup>3</sup>

Shortly after it passed, the Vice President warned of the challenges facing the government in the short-term when he said, "Six months from now, if the verdict on this effort is that we've wasted the money, we built things that were unnecessary or we've done things that are legal but make no sense, then folks don't look for any help from the federal government for a long while." All around the country, just such a pattern is starting to develop, making some Americans think twice. A new *Rasmussen* poll released on June 10 shows that 45 percent of taxpayers want to halt all of the remaining unspent stimulus funds, while only 36 percent want to continue. S

In Florida, local officials are using \$128 million in stimulus money for a bridge project that has been hotly debated for more than 20 years by locals who see it as unnecessary and a waste of money. Known as the Indian Street Bridge, it would connect the communities of Stuart and Palm City even though an existing bridge connects the two only a quarter of a mile away. Even the bridge's shovel-ready status has been called into question since construction cannot begin until the needed parcels of land are purchased, which is not expected to happen until 2011.

In Perkins, Oklahoma, residents are literally paying the price for the "free" stimulus dollars provided by the American Recovery and Reinvestment Act. Perkins is receiving \$1.445 million from a federal stimulus grant for new wastewater treatment plant. As a condition of accepting those funds, the town must comply with a number of federal requirements. These federal restrictions have increased the total cost of the project from \$5.26 million to \$7.2 million, offsetting any financial benefit from the grant. As a result, utility rates for local residents have risen by 60% to pay the costs for accepting the stimulus money. City Manager Pete Seikel said residents don't understand why their sewer rates have to be increased if the city is getting federal grants to build the new wastewater treatment plant.

In Ypsilanti, Michigan, half a million dollars will go towards renovating a historic freighthouse that closed its doors in 2004. Supporters of the project envision the new space being used for yoga classes or a coffee shop. This is not exactly what most taxpayers had in mind when they were sold the stimulus.

Supporters of the stimulus said that the key to preventing the misuse of federal money was a strong dose of transparency. If the details of every project were posted online, they said, including where the money

<sup>&</sup>lt;sup>3</sup> Nicolaci da Costa, Pedro, "Biden says some waste inevitable part of stimulus," Reuters, June 2, 2009, http://www.reuters.com/article/politics/News/idUSTRE55I6HE20090602.

<sup>&</sup>lt;sup>4</sup> Superville, Darlene, "Obama to states: Spend stimulus wisely or else," Associated Press, March 12, 2009, http://east.latimes.puscurea.com/html/politics/70088/20634\_appleament/mulus.html

http://seattletimes.nwsource.com/html/politics/2008820634 apobamastimulus.html.

5\*45% Say Cancel Rest of Stimulus Spending," Rasmussen Reports, June 10, 2009,

http://www.rasmussenreports.com/public content/business/economic stimulus package/45 say cancel rest of stimulus spend ing

is spent and for what, a natural system of accountability would develop. Unfortunately, this has not happened. It is nearly impossible right now for the average taxpayer to find out where his money is going. It was recently revealed that Recovery.gov, a new website being developed to bring "unprecedented transparency" by tracking the money "down to the penny," may not even be ready until spring 2010 – a full year after the stimulus was passed. Taxpayers who will be left paying for every wasteful stimulus project deserve a full accounting of where their money is going.

This makes the report being released today all the more important. It highlights 100 projects out of thousands that have received stimulus money but are not poised to stimulate the economy, create lasting jobs, serve taxpayers in the long term, or use taxpayer money in an appropriate way. Some may be reasonable if funded through private investment, or state and local government. Some would even be worthy federal projects. The vast majority of the projects, though, are not appropriate uses of taxpayer money at any time or in any context.

The beginning report consists of the ten most questionable stimulus projects I have encountered until now. Following that are ninety additional projects, for a total of 100, listed in no particular order, but are broken down by region of the country.

This waste is troubling both for its short-term failure to put Americans back to work and for its long-term fiscal impact on the nation. Our current national debt exceeds \$11 trillion and the Congressional Budget Office projects more than \$1 trillion will be added per year to it for the next decade, in large part due to stimulus spending.

As we move forward with the stimulus, it is vital that the public know how and why taxpayer dollars are being spent and the impact of the projects that are being funded.

100 Stimulus Projects: A Second Opinion

## TOP TEN PROJECTS

#### 1. "Free" Stimulus Money Results in Higher Utility Costs for Residents of Perkins, Oklahoma

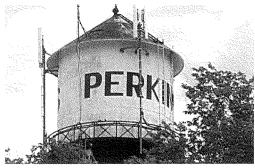
In Perkins, Oklahoma, residents are literally paying a price for accepting "free" stimulus dollars.

Perkins' wastewater treatment plant is outdated and the town had planned to build a new one for \$5 million. To help with the cost, the town applied for, and received, \$1.5 million in "free" stimulus money.

"We were shovel ready. The engineering was done. We were ready or getting ready to advertise for bids," said Perkins City Manager Pete Seikel.6

Then came the catch.

The Perkins Journal reported, "The good news: Perkins is receiving money from the American Recovery and Reinvestment Act for its new wastewater treatment plant. The bad news: ARRA funds come with strings that will increase project costs by 25 percent."



Current wastewater plant in Perkins, Oklahoma.

As a condition of accepting those funds, the town must comply with a number of federal requirements. These federal restrictions have increased the total cost of the project from \$5.26 million to \$7.2 million, offsetting any financial benefit from the grant.7

Additionally, the state tied the federal dollars to the Oklahoma Water Resource Board's (OWRB) revolving loan program in a 70 percent loan/30 percent grant arrangement. Perkins will be borrowing \$5.875 million from OWRB and receiving \$1.445 million from a federal stimulus grant.

As a result, utility rates for local residents have risen dramatically to pay the costs for accepting the federal assistance. To pay back the loan and the increased cost of the project, the town raised residents' utility taxes by 60 percent this year.

The City Manager acknowledged that residents don't understand why their sewer rates have to be increased if the city is getting federal grants to build the new wastewater treatment plant.

"I thought the stimulus money, I thought that was going to pay for it. I don't understand why we have to pay for it, too," said Robert Allensworth of Perkins.

"It is to stimulate the economy, to (get) people back to work, inject some cash into the system," said Seikel, but even he says, at best, getting the stimulus money for the new wastewater treatment plant will be a wash.8

<sup>&</sup>lt;sup>6</sup> Smith, Jeffrey, "Stimulus Money For Perkins Put To Reality Check," The News On 6, June 2, 2009, http://www.newson6.com/global/story.asp?s-10466616.

Charles, Michelle, "Stimulus funds increase cost of wastewater plant," Perkins Journal, May 21, 2009,

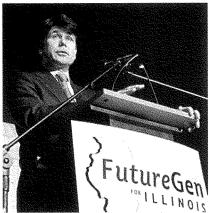
http://www.thejournalok.com/atf.php?sid=18734.

#### 2. FutureGen: The Stimulus Earmark that Wasn't, Becomes the Costliest Pork Project in History

When President Obama announced his economic stimulus plan, he stated unequivocally that no earmarks for pet projects of members of Congress would be funded as part of the program.

The Capitol Hill newspaper The Politico wrote "The Obama administration wants it known that it's serious about keeping earmarks out of the stimulus package. How serious? Administration officials say they won't include funding in the massive bill for an Illinois energy project that would create hundreds of downstate jobs and that the state's congressional delegation, including then-Sen. Barack Obama, had lobbied hard for." Brendan Daly, a spokesman for the Speaker of the House, emphasized that it was Obama's decision to exclude an earmark for an energy project called FutureGen and that Speaker Nancy Pelosi had ensured it was not in the House version. "It shows that we're serious about it," Daly noted."

But even the best intentions of a new President often are not enough to deter the craftiness of



FutureGen received the largest earmark in pork barrel history as a result of clever wordsmithing. Impeached Illinois Governor Rod Blagojevich, one of the biggest FutureGen supporters, is pictured here speaking at the announcement that Mattoon, Illinois, had been selected for the project.

Washington lobbyists and politicians when hundreds of billions of dollars are being doled out within a 400-page bill rushed to passage so quickly that there was little time for anyone to read it.

"Deep inside the economic stimulus package is a \$1 billion prize that, in five short words, shows the benefits of being in power in Washington," reported The Washington Post. Everyone familiar with the subject knew that there was only one shovel-ready project in the entire country that met the criteria for "fossil energy research and development" listed in the bill: The FutureGen plant in Mattoon, Illinois. 10

And while proponents insisted throughout the debate that the stimulus bill contained no earmarks, these carefully selected five words guaranteed the largest earmark in pork barrel history.

To the surprise of few, on June 12, the Department of Energy announced FutureGen would be receiving \$1.073 billion from the taxpayers, \$1 billion of which will be provided from stimulus funds."

Earmark opponents can say "I told you so," but what taxpayers haven't been told is the real reason why FutureGen supporters had to go to such extraordinary measures to secure its funding.

<sup>&</sup>lt;sup>8</sup> Smith, Jeffrey, "Stimulus Money For Perkins Put To Reality Check," The News On 6, June 2, 2009,

Smittin, Jenney, Saniadas more, 1871.

\*\*Martin, Jonathan, "Obama team wants earmarks out of stimulus," The Politico, January 27, 2009,

http://www.politico.com/news/stories/0109/18013.html .

Kindy, Kimberly, "New Life for 'Clean Coal' Project; Illinois Plant Was Abandoned by Bush; Now Its Backers Are in Power,"

The Washington Post, http://www.washingtonpost.com/wp-dyn/content/article/2009/03/05/AR2009030502138.html.

11 "Secretary Chu Announces Agreement on FutureGen Project in Mattoon, IL; Paves Way for First US Commercial Scale Carbon Capture and Storage Project," U.S. Department of Energy press release, June 12, 2009, http://www.energy.gov/news2009/7454.htm

"New technology makes FutureGen a waste of tax money," 12 concluded the immediate past Secretary of Energy and scientific experts and other officials concur.

Just last year, then-Secretary Samuel W. Bodman stated that "FutureGen was announced in early 2003 as a \$950 million initiative to create a single coal-based power plant where new technologies, then revolutionary, would be demonstrated. Since then, the project's estimated cost has almost doubled and innovations in technology and changes in the marketplace have created other viable options for demonstrating carbon capture and storage on a commercial scale. ... It became clear the Department of Energy could not, in good conscience, continue to support the program. The likelihood that it would fail, leaving the American people with hundreds of millions of dollars in sunk cost and none of the benefits, is not acceptable."13

Secretary Bodman noted, "As secretary of energy, I must spend taxpayer dollars wisely and make difficult decisions. To confront the energy and environmental challenges before us, we must achieve meaningful results for the American people. That means continually reassessing our national investments. We continually must ask if we are using government resources efficiently to achieve a cleaner, more sustainable, more affordable and more secure energy future. Where we are not, we must make changes. That's what we are doing with FutureGen," Bodman said when the Department decided to end the funding for the project that will now receive over \$1 billion from the federal government.

A 2007 Massachusetts Institute of Technology (MIT) report showed that the FutureGen approach was not the best way to go about such an experimental new technology. According to the MIT report, there are "concerns about this particular project" including a "continuing lack of clarity about the project objectives." The MIT analysis concluded "It is important that the U.S. government begin thinking about such a portfolio of demonstration projects and not be singularly focused on any one project, such as FutureGen."15

The success of FutureGen is a failure for the stimulus program. Instead of directing \$1 billion towards promising new energy technologies that hold the promise of providing cleaner and cheaper energy for the future along with the creation of jobs to support such breakthroughs, these resources will instead be sunk into a project that is expected to be a costly failure.

<sup>12</sup> Honorable Samuel W. Bodman, then United States Secretary of Energy. "New technology makes FutureGen a waste of tax money," St. Louis Post Dispatch, February 6, 2008,

http://www.stltoday.com/stltoday/news/stories.nsf/editorialcommentary/story/FED1EF50F9C186CA862573E70017463B?OpenD

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B Honorable Samuel W. Bodman, then-United States Secretary of Energy. "New technology makes FutureGen a waste of tax money," St. Louis Post Dispatch, February 6 2008,

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ocument.

15 "The Future of Coal," Massachusetts Institute of Technology, March 14, 2007,

#### 3. Little-Used "Shovel-Ready" Bridges in Rural Wisconsin Given Priority Over Widely Used Structurally Deficient Bridges

Wisconsin has 1,256 structurally deficient bridges, which more than the number in Florida, Colorado, Arizona and Alaska – combined.  $^{16}$  Instead of repairing these bridges, \$15.8 million in transportation stimulus money will be used repair 37 rural bridges that hardly anyone uses.

On average, the 37 rural bridges carry little more than 500 vehicles apiece each day, with several that typically see fewer than 100. One bridge along River Road in Iowa County carries no more than 10 cars a day, but will receive nearly \$430,000 for repairs. 17 Puzzled residents are wondering why these bridges will receive the state's first wave of stimulus money when other more pressing needs are getting nothing.

The answer is that many repair projects for the worstoff bridges cannot begin quickly, and so are not



considered "shovel-ready." Shovel-ready projects were pushed to the front of the line, whether they were high priorities or not, and as a result, the only projects available for immediate repairs in Wisconsin were those that almost nobody uses.

Commenting on the difficulty of operating within the stimulus rules, Beth Cannestra, director of bureau structures for Wisconsin, conceded, "Smaller, lower-volume roadway projects are easier to get out."

One small bridge is receiving \$840,000, though it only carries 260 vehicles a day on average. It primarily provides access to a golf course and Rusty's Backwater Saloon, which boasts pontoon rentals and a Steak-A-Rooni for just \$5.25.19 In contrast, the Journal-Sentinal found that half of all Milwaukee streets have not been repaved for forty years and 20 percent of them are past their intended lifespan.<sup>2</sup>

Another small project receiving money - much to the astonishment of town chairman Dave Lucey - is a 40-foot bridge over Blue Mounds Creek that leads to a recreational site and private camping ground. "I was surprised as anyone when I got the call that the bridge was going to be fixed," Lucey said. "I can tell you that bridge is a low priority for us."21

<sup>16</sup> Website of the U.S. Department of Transportation, Federal Highway Administration, "Deficient Bridges by State and Highway System," as of December 2008, accessed June 15, 2009, <a href="http://www.fhwa.dot.gov/BRIDGE/nbi/defbr08.cfm">http://www.fhwa.dot.gov/BRIDGE/nbi/defbr08.cfm</a>
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http://www.jsonline.com/news/statepolitics/41411607.html.

11 Poston, Ben and Tom Held, "Rural bridges targeted," (Milwaukee) Journal-Sentinal, March 29, 2009, http://www.jsonline.com/news/wisconsin/42103902.html.

#### 4. \$800,000 for little-used Johnstown, Pennsylvania airport to repave a back-up runway; the "Airport for Nobody" Has Already Received Tens of Millions in Taxpayer dollars

The John Murtha Airport in Johnstown/Cambría County will receive \$800,000 in economic stimulus funds, despite the fact that virtually no one uses the airport.

According to ABC News the airport will receive money for an, "\$18 million runway made of reinforced concrete that's big enough to land any airplane in North America. The airport also has a \$7 million air traffic control tower, a \$14 million hanger and \$8 million radar." However, "most of the time, the only

There are only three departures and arrivals per day at the Johnstown Airport, all flying in or out of Washington, D.C. The board above displays the schedule at the airport.

thing the airport doesn't have is airplanes."2

Last year, Rep. John Murtha asked Federal Aviation Administration (FAA) to pay to build a backup runway. But with less than 10,000 passengers using the airport or close to 20 passengers per day, it didn't meet the agency criteria for support, so the request was denied.

The stimulus bill had no such rule, so with only 9,733 passengers per year the FAA allocated \$800,000 to Murtha Airport for repaving the backup runway.

Since 1990 this airport has received \$150 million of federal money.<sup>24</sup> The airport also receives other annual subsidies. For every flight into the airport, they receive a per passenger subsidy of \$100. However, there "are plenty of empty seats."

The airport offers only three commercial flights and gets about 20 passengers per day. In between the arrivals and departures, airport officials admit there are few faces around the facility.

Local resident, Bill Previte, asked, "Doesn't it seem kind of ridiculous to have a motorized carousel for the baggage claim when 15 people get off the airplane?" he said. "It's obvious: There's not enough population to justify this place."27

<sup>&</sup>lt;sup>22</sup> Karl, Jonathan, "Welcome to the Airport for Nobody," ABC News, April 23, 2009, http://abcnews.go.com/m/screen/id-7412160&spid-80.

<sup>23</sup> Federal Aviation Administration Website, "Passenger Boarding (Enplanement) & All-Cargo Data,"

http://www.faa.gov/airports\_airtraffic/airports/planning\_capacity/passenger\_alleargo\_stats/passenger/media/cy07\_primary\_np\_comm.pdf. accessed June 3, 2009.

24 Leonniq, Carol, 'FAA Approves Plan to Give Stimulus Funds to Airport Named After Murtha," Washington Post, May 12, 2009,

http://www.washingtonpost.com/wp-dvn/content/article/2009/05/12/AR2009051202679.html

<sup>25</sup> Karl, Jonathan, "Welcome to the Airport for Nobody," ABC News, April 23, 2009, http://abcnews.go.com/m/screen?id-7412160&pid-80.

<sup>&</sup>lt;sup>20</sup> Acosta, Jim, and Rodriguez, Janet, 'Remote Murtha airport lands big bucks from Washington," CNN, April 23, 2009, http://www.cnn.com/2009/POLITICS/04/23/murtha.airport/.

#### 5. \$3.4 Million for Wildlife "Eco-Passage" in Florida; Project Still May Take Years to Finish

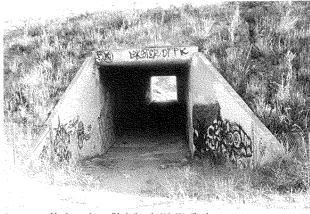
Why did the turtle cross the road? To get to the other side of a stimulus project. The Florida Department of Transportation is planning to spend \$3.4 million in stimulus cash for a wildlife crossing, otherwise known as an "eco-passage." It will serve as an underground wildlife road-crossing for turtles and other animals that live in Lake Jackson, Florida. 28

When a local columnist described this project to a friend, they said that, "FSU (Florida State University)

is talking about laying off 200 people and we're protecting turtles?"29

Over 60 species have become road kill on U.S.-27, the road that the ecopassage would go under. Alligators, otters, snakes and lizards and even beavers have been killed on this stretch of road.34

Turtles seem to get squished more than any other species. The area has the highest road-kill mortality rate for turtles in the world<sup>31</sup>



An eco-passage like the one above will be built under U.S.-27 in Florida

#### Local community

activists have put up a temporary fence for the critters that reportedly works pretty well. It saves a lot of our four legged friends.

The eco-passage will consist of a series of fences that will direct all the animal traffic to a 13-foot tunnel that will go under U.S.27.  $^{32}$ 

But, even though they are getting millions in stimulus funds, the permanent eco-passage is only in the design stage, and is not fully funded. It needs \$6 million and it is unclear how long it will take to get the project built.

<sup>&</sup>lt;sup>27</sup> Leonnig, Carol, "Murtha's Earmarks Keep Airport Aloft," Washington Post, April 19, 2009, <a href="http://www.washingtonpost.com/wp-dyn/content/article/2009/04/18/AR2009041802128.html">http://www.washingtonpost.com/wp-dyn/content/article/2009/04/18/AR2009041802128.html</a>.

<sup>28</sup> The Florida Office of Economic Recovery, "List of State of Florida Transportation Enhancement," <a href="http://htmcscovery.com/resources/documents/fdot-hwys-enhancement-list-4-15-09.pdf">http://www.washingtonpost.com/wp-dyn/content/scovery.com/resources/documents/fdot-hwys-enhancement-list-4-15-09.pdf</a>, accessed June 2, 2009.

<sup>29</sup> Hohmeister, Mark, "Lake Jackson Ecopassage Advances At A Turtle's Pace, "Tallahassee Democrat, January 10, 2009, http://www.washingtonpost.com/wp-dyn/content/article/2009/04/18/AR200904/1

http://www.lakejacksonturtles.org/tdo010909.htm.

\*\*Hohmeister, Mark, "Lake Jackson Ecopassage Advances At A Turtle's Pace, "Tallahassee Democrat, January 10, 2009, http://xxxw.lakejacksonturtles.org/tdo010909.htm.

\*\*Hohmeister, Mark, "Lake Jackson Ecopassage Advances At A Turtle's Pace, "Tallahassee Democrat, January 10, 2009, http://xxxw.lakejacksonturtles.org/tdo010909.htm.

http://www.lakejacksonturtles.org/
 Hohmeister, Mark, "Lake Jackson Ecopassage Advances At A Turtle's Pace, "Tallahassee Democrat, January 10, 2009, http://www.lakejacksonturtles.org/tdo010909.htm.

#### 6. Nevada Non-Profit Gets Weatherization Contract After Being Fired For Same Work

Getting fired is not typically a strong resume builder, but for the non-profit Community Service Agency (CSA), it landed the organization a \$2 million promotion. Nevada-based CSA was terminated for bungling a federal weatherization program, but will receive nearly \$2 million in federal stimulus funds to resume its program.

State officials gave the Community Service Agency (CSA) a \$1,849,627 contract with federal stimulus funds for Nevada's low income weatherization program.

However, according to an evaluation of Nevada's weatherization assistance programs, the State of Nevada had several problems with CSA, and "after first trying to work with CSA. . . [Nevada's] Housing Division found it necessary to move toward termination of CSA and replacement of its weatherization services."34

Five major problems for CSA were outlined in the investigative report: 1) deficiencies in work completed;



Weatherization contractors, such as this one pictured above, will get to work soon on Nevada stimulus projects.

2) management problems; 3) lack of executive interest at CSA in continuing to provide weatherization services; 4) managers assigned to weatherization did not appear fully qualified by experience in the weatherization or housing area; and 5) failure to follow accountability and reporting requirements even though "the Housing Division had provided clear direction." None of these failures prevented the state of Nevada from hiring the organization back on to do weatherization work under the stimulus.

The stimulus bill provides \$5 billion to weatherize home for low-income families, well over the \$227.2 million for the weatherization last year. The increase has been described as contractors "winning the lottery."36 For CSA, it certainly has been a lucky day.

http://www.businessweek.com/technology/content/jan2009/tc20090129 222846.htm.

<sup>33</sup> The Florida Office of Economic Recovery, "List of State of Florida Transportation Enhancement," http://larcovery.com/ resources/documents/flot-hwys-enhancement-list-4-15-09.pdf, accessed June 2, 2009.

Http://larcovery.com/ resources/documents/flot-hwys-enhancement-list-4-15-09.pdf, accessed June 2, 2009.

Peaceh, H. Gil and Mark Thompson, "State Fiscal Year 2007 Evaluation of the NRS 702: Energy Assistance Program & Weatherization Assistance Program," H. Gil Peach & Associates LLC, December 2008, page 32.

Peaceh, H. Gil and Mark Thompson, "State Fiscal Year 2007 Evaluation of the NRS 702: Energy Assistance Program & Weatherization Assistance Program," H. Gil Peach & Associates LLC, December 2008.

Peaceh, H. Gil and Mark Thompson, "State Fiscal Year 2007 Evaluation of the NRS 702: Energy Assistance Program & Weatherization Assistance Program," H. Gil Peach & Associates LLC, December 2008.

Peaceh, H. Gil and Mark Thompson, "State Fiscal Year 2007 Evaluation of the NRS 702: Energy Assistance Program & Weatherization Assistance Program," H. Gil Peach & Associates LLC, December 2008.

#### 7. Non-Existent Oklahoma Lake in Line for Over \$1 Million To Construct a New Guardrail

Built in the 1960's to help improve the water supply of Oklahoma's panhandle, Optima Lake has suffered from one unfortunate problem: it never filled up. In 1997, Alan Riffel, then-City Manager of nearby Woodward, Oklahoma, called the lake, "one of Oklahoma's greatest boondoggles." Twelve years later, Optima Lake is in line to receive \$1.15 million in federal stimulus money to construct a new guardrail for a lake that does not exist.<sup>37</sup>



Boat dock jutting into the middle of Optima Lake.

worry about falling into the water.

According to the Geological Society of America, Optima Lake "loses 100 percent of its inflowing water to evaporation." Conditions became so bad that in 2006, University of Texas-Dallas profession of hydrology, Tom Brikowski, argued for letting the lake's water drain underground to save it from evaporation. He said, "you get to the point where you can't afford to lose that much water." <sup>40</sup> In a small bit of irony, one of the streams feeding into the lake is Dry Creek. One thing is sure, if visitors are clever enough to get past the new guardrail they will not have to

The guardrail is needed for "public safety," says the Army Corps of Engineers, but there is not much of the public around to protect. Because the lake has never filled with water it is all but useless to potential

The Army Corps website paints an unflattering picture: "The water level in the lake has never reached normal pool. Visitors should be aware that the lake's level can be very low. Depending on rainfall and evaporation rates, the lake may offer no water-based recreation and may not be suitable for swimming, fishing, boating or other activities. Visitors should come for the quiet natural setting-with or without water in the lake area."38



Guymon city manager Ted Graham, whose town is the home of home of Optima Lake, said, "We all feel the county could use a million dollars in a lot better places than the Optima Lake....personally, I don't think it should be done.'

 $<sup>^{37}</sup>$  Website of the U.S. Army Corps of Engineers, American Recovery and Reinvestment Act Civil Works Projects List: Operations and Maintanence, p. 197, accessed June 3, 2009,

 $<sup>\</sup>underline{http://www.usace.army.mil/recovery/Documents/FY09\%20CW\%20Operation\%20 and\%20 Maintenance\%20 ARRA\%20-peration\%20 ARRA\%20 ARRA\%20-peration\%20 ARRA\%20 AR$ 

http://www.usace.army.mil/recovery/Documents/FY09%20CW%20Operation%20and%20Maintenance%20ARRA%20-%20FINAL.pdf.

\*\*Website of the U.S. Army Corps of Engineers, "Optima Lake: Oklahoma," accessed June 5, 2009, http://www.swt.usace.army.mil/recreat/OPSField\_CFM?tblOPSField\_LakeName-Optima%20Lake.

\*\*Website of the U.S. Army Corps of Engineers, "Optima Lake: Oklahoma," accessed June 5, 2009, http://www.swt.usace.army.mil/recreat/OPSField\_CFM?tblOPSField\_LakeName-Optima%20Lake.

\*\*Website of the U.S. Army Senator: Optima Service and Reservoirs: Finding Storage Space Underground," News Release, September 18, 2006, http://www.geosociety.org/news/pr/06-39.htm.

\*\*Optimalized Storage Space Underground," News Release, September 18, 2006, http://www.upi.com/Science News/2006/09/18/Scientists-study-ways-to-safeguard-water/UPI-4647I158589190/.

\*\*Lester, Army, "Senator: Oklahoma Stimulus Project Wasteful," NowsOn6 (Oklahoma), June 9, 2009, http://www.newson6.com/foloal/story.ass/sel10480942.

http://www.newson6.com/global/story.asp?s-10480942.

### 8. Taxpayers Taken for a Ride: Nearly \$10 Million to be Spent to Renovate a Century Old Train Station that Hasn't Been Used in 30

Elizabethtown, located in Lancaster County, Pennsylvania, will spend more than \$9.38 million of federal stimulus funds to renovate a 97-year-old train station building that has sat vacant for more than 30

"I think from far away, it looks fine, but as soon as you get up closer and realize that it's not actually a station, it's kind of depressing," said train rider Maegan Demko.4

When the renovation is complete, State Transportation of Secretary Allen Biehler provides reassurance that taxpayer money will be well spent. "(The station's) not just going to be a little monument that someone can look at on a museum tour it's going to be used," Biehler said. 44

The station's platform currently serves more than 80,000 passengers a year along Amtrak's Keystone Corridor, meaning taxpayers will subsidize up to



doned train station planned for massive overhaul with stimulus money

\$117 per passenger to pay for the renovation.  $^{45}$  A one-way ticket from Elizabethtown to New York City, by contrast, costs just \$45 per passenger.  $^{46}$ 

The U.S. Department of Transportation is providing two grants for the project.

The first grant of \$7.97 million will pay for the renovation of the building, including installation of elevators and raising and extending the boarding platforms. <sup>47</sup> Officials also hope to include a coffee shop, restaurant, newsstand or market inside the station. 48

<sup>&</sup>lt;sup>42</sup> Yoder, Michael, "Elizabethtown Amtrak project feted," Lancaster Newspapers, April 4, 2009, <a href="http://articles.lancasteronline.com/local/4/235910">http://articles.lancasteronline.com/local/4/235910</a>.

<sup>43</sup> Kehm, Amy, "Stimulus Money to Help Elizabethtown Train Station," (Pennsylvania) ABC 27 News,

http://www.whtm.com/news/stories/0309/602882.html.

44 Yoder, Michael, "Elizabethtown Amtrak project feted," Lancaster Newspapers, April 4, 2009, http://articles.lancasteronline.com/local/4/235910.

45 Pennsylvania Department of Transportation press release, "Secretary Announces \$9 Million In Stimulus Funds For Elizabeth Department of Transportation press release," Elizabethtown Station," April 2009,

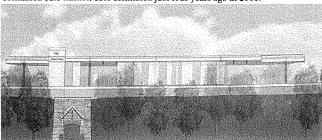
http://www.dot.state.pa.us/Internet/pdNews.nsf/SecretaryScrapbook/BBIC8432D6DFE7A28525759200638DF2?opendocument Amtrak website, search for one-way fare from Elizabethtown (ELT) to New York Penn Station (NYP), on June 15, 2009, http://tickets.amtrak.com/itd/amtrak/FareFinder? tripType-Return& origin-New+York%2C+NY+%28NYP%29& depmonthyear 2009-06& depday-15& dephourmin-& destination-elt& retmonthyear-2009-

<sup>066</sup>g retday-156g rethourmin-6g adults-16g children-06g infants-06g searchBy-schedule@xx-196gy-15.

4<sup>7</sup> Larison, Dennis, "E-town station on fast track to renovation," *Lancaster Newspapers*, May 31, 2009. http://articles.lancasteronline.com/local/4/238232

The second grant, for more than \$1.41 million, will provide additional off-site parking at an as-of-yetundetermined site.4

The \$7.97 million being spent on the renovation is nearly twice the cost of the \$4.8 million that had been estimated for the project before federal stimulus dollars were involved 50 and more than three times the estimated \$2.5 million cost estimated just four years ago in 2005.51



An artist's rendition of what the renovated Elizabethtown Amtrak station would look like.

While the refurbished station may provide increased comfort for area Amtrak riders, spending stimulus money intended for transportation improvements on this project probably will not comfort residents who drive on the county's dilapidated roads and bridges.

Pennsylvania has more state-owned bridges in critical need of immediate repair than any other state in the U.S., <sup>52</sup> and Pennsylvania Governor Ed Rendell noted that "Lancaster County has 163 structurally deficient bridges, representing 22 percent of the 737 state-maintained bridges in the county. In addition, 172 miles - or about 16 percent - of state highways in the region are in poor condition."

But as Drew Galloway, a representative from Amtrak, points out "the shovel for the shovel-ready part (of this project) was bought about a decade ago." <sup>54</sup>

Knapp, Tom, "Plan lurches forward for train station revamp," *Intelligencer Journal*, June 13, 2007.
 Larison, Dennis, "E-town station on fast track to renovation," *Lancaster Newspapers*, May 31, 2009.

<sup>\*\*</sup>Lattson, Dennis, E-town station on fast track to renovation, Luncuster rewspapers, May 21, 2009, <a href="http://articles.lancasteronline.com/local/4/238232">http://articles.lancasteronline.com/local/4/238232</a>.

\*\*Knapp, Tom, "Ridership soars at E-town station; Borough reports an additional 10,000 passengers boarded trains in each of the past 3 years," Intelligencer Journal, December 5, 2007.

\*\*Iknapp, Tom, "Pitts hears E-town Amtrak station woes," Intelligencer Journal, December 4, 2007.

Knapp, Tom, "Pitts hears E-town Amtrak station woes, intelligencer journal, December 9, 2007.
 "Pa. Bridges Among Nation's Worst," WGAL Channel 8, August 2, 2007, <a href="http://www.wgalcom/news/13805604/detail.html">http://www.wgalcom/news/13805604/detail.html</a>
 Commonwealth of Pennsylvania press release, "GOVERNOR RENDELL URGES IMMEDIATE ACTION ON TRANSPORTATION FUNDING PLAN," March 21, 2007, <a href="http://www.state.pa.us/papower/cwp/view.asp/A-Il&cQ-46098l">http://www.state.pa.us/papower/cwp/view.asp/A-Il&cQ-46098l</a>
 Yoder, Michael, "Elizabethtown Amtrak project feted," Lancaster Newspapers, April 4, 2009,

http://articles.lancasteronline.com/local/4/235910.

#### 9. Ten Thousand Dead People Get Stimulus Checks, Social Security Administration Blames a Tough Deadline

Whoever said you can't take your money with you when die clearly never anticipated the stimulus. Millions of Americans on Social Security are receiving \$250 from Uncle Sam, including dead people. The Social Security Administration (SSA) blames a strict mid-June deadline for mailing out 10,000 checks to deceased persons.



James Hagner, of Orchard Beach, Maryland received a stimulus check for his mother who has been dead for four decades. SSA admits to sending out at least \$2.5 million in stimulus cash to other dead people.<sup>56</sup>

A Long Island, New York woman received a \$250 check from the U.S. Treasury, but it wasn't for her. When Antoniette Santopadre got her stimulus check that she was expecting, she

for her dead father, Romolo Romonini, an American citizen who passed in Italy 34 years ago. The SSA later discovered that he had never even participated in the Social Security system.

The SSA says that they didn't review all the Social Security records, though it raises questions about how long it must have been since the agency last reviewed its rolls. Santopadre's father died 34 years ago and Hagner's mom died 40 years ago and neither received a Social Security check since the Johnson administration. According to SSA, the problem was that they didn't have a record of death.

<sup>55 &</sup>quot;Dead Woman Gets Federal Stimulus Check: Son Wants To Keep Check As Souvenir," WBAL-TV, May 12, 2009,

http://www.wbaltv.com/news/19435100/detail.html.

http://www.wbaltv.com/news/19435100/detail.html.

http://www.wbaltv.com/news/19435100/detail.html.

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http://www.foxnews.com/politics/2009/05/15/dead-ball.html.

people-sent-stimulus-checks/.

New Pavia, Jim. Memo to Government: Dead People Don't Spend," Investment News, May 24, 2009, http://www.investmentnews.com/apps/pbcs.dll/article/AID-/20090524/REG/305249992/1008.

#### 10. Town of Union, New York, Encouraged to Spend Money It Did Not Request For a Homelessness Problem It Does Not Have

The Town of Union, New York, was surprised when it was notified that it would be receiving a \$578,661 stimulus grant to prevent homelessness for several reasons. First, the town never applied for the money and second, it doesn't have any homeless problem.

"Union did not request the money and does not currently have homeless programs in place in the town to administer such funds," said town Supervisor John Bernardo, according to the *Binghamton Press & Sun-Bulletin*. "We were surprised,' Bernardo said. 'We've never been a recipient before.' Bernardo said he isn't aware of any homeless issue in the largely suburban town." <sup>59</sup>

The money is coming from the Department of Housing and Urban Development (HUD) program to pay for homeless prevention and emergency shelter programs.

Adam Glantz, a HUD spokesman, said the homeless funds were distributed based on population, housing needs and some poverty statistics. 'We hope and encourage these new grantees to develop creative strategies for the funding,' Glantz said of Union's homeless grant.

Regardless of how creative local officials get when developing strategies to spend this unrequested money, it does not appear that new jobs will be created as a result because the town has stated its intention to utilize existing employees. In a May 12 report to HUD, Paul A. Nelson, the planning director of Union stated, "to the extent possible, the Town intends to operate the program with a combination of existing employees and" an agency "which is already under contract." That doesn't sound very creative and the only problem it seems to solve is how to spend money that the town did not ask for and did not need

Nancy Dooling, "\$578,661 for Union Homeless Questioned," Binghamton Press & Sun-Bulletin, March 5, 2009, http://coburn.senate.gov/public/index.cfm?FuseAction-LatestNews.NewsStories&ContentRecord id-cf9742de-802a-23ad-4c83-d4b5b82fc924

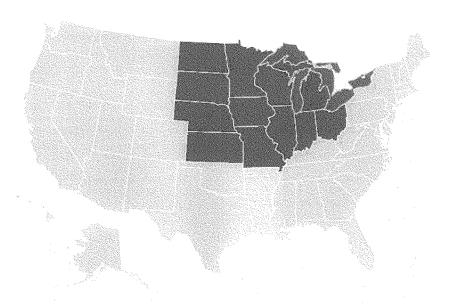
<sup>4</sup>c83-d4b5b82fc924

60 Nelson, Paul, "Final HPRP Substantial Amendment Form HUD-40119," Town of Union, New York, May 12, 2009, http://www.townofunion.com/pdfs/CDBG/FFY%202009/FINAL%2040119%20TOU%20HPRP%205-12-09.pdf

100 Stimulus Projects: A Second Opinion

## PROJECTS BY REGION

## Midwestern Region



- 11. Illinois county to spend \$173,824 weatherization grant on eight pickup trucks. Having received \$400,000 for a federal weatherization program, Madison County in Illinois will be spending nearly half of it on eight new Ford F-150's. One member of the county board, Bill Meyer, raised concerns about how fast the county is being forced to spend the money, noting that "it looks like this is being crammed down our throat." Fellow council member Bruce Malone responded that they have little choice: "They are saying, Get out and spend it." "61
- 12. South Dakota fish hatchery to spend half of a \$20,000 grant on a freezer for fish sperm. Gavins Point National Fish Hatchery already has three cryo freezers for storing sperm from pallid sturgeon, but stimulus money has given it the to purchase another one. "The insulation on the side that holds the liquid nitrogen is breaking up," explained Jeff Powell, a project manager with the hatchery. The new refrigerator will be used "to hold sperm samples, hormones and ice packs." The hatchery plans to use the other \$10,000 portion of its grant to replace lighting, which is expected to save the hatchery \$713 per year - meaning it will take only 14 years for the savings to outstrip the cost of the grant.  $^{\rm 62}$

<sup>61</sup> Schmidt, Sanford, "Panel calls for spending stimulus funds on weatherization," The Telegraph, June 8, 2009, http://www.thetelegraph.com/news/money-27636-county-federal.html#.

All Johnson, Nathan, "Stimulus Funds To Light Up Fish Hatchery," (Yanktown) Press & Dakotan, June 9, 2009.

- 13. Wisconsin nursing home receives \$2.8 million in stimulus money it didn't need or request. Prior to the stimulus funding, the Knapp Haven nursing home was on track for a loan from the USDA. When stimulus money came available, the funding source was simply shifted to a new source of federal assistance. "It's kind of a joke as far as I'm concerned," said Carmen Newman, Chetek's city clerk-treasurer. "I don't understand how they can say this is stimulus." Chetek Mayor Dianne Knowlton added, "I don't see how the project benefited." 63
- 14. Iowa state legislators are using money freed up by federal stimulus cash to buy \$11 million in new cars the State does not need. About four dozen brand new cars owned by the state are already sitting unused in a parking lot near the capitol. According to state representative Christopher Rants, ""Some of them have the stickers on them. None of them have license plates. Some of them still have the seats wrapped in plastic."6
- 15. Road signs costing \$300 each are being placed at construction sites to alert motorists that the project is being paid for by stimulus money. Signs are popping up all across American. In Illinois alone, the signs are expected to cost \$150,000, according to the Illinois Department of Transportation (IDOT). According to an IDOT spokesman, "It's difficult for us to determine how many signs there will be."65
- 16. Stimulus grant may cost Dayton, Ohio 1,200 jobs. NCR Corp., an automated teller machine company based in Dayton, may consolidate all of its operations in Duluth, Georgia, possibly with the help of a \$5.5 million stimulus grant that Ohio legislators claim would help pay for the NCR factory. Ohio state senator, Jon Husted, complained that it was not fair. "The use of stimulus funds means that Ohio taxpayers were forced to pay for NCR's move to Georgia," he said. 66
- 17. The governor of Michigan is using \$500,000 to renovate the Ypsilanti Freighthouse, which may house a "yoga or children's movement class" and a full-time tourist information center. "We envision in our business plan a full-time tourist information and hospitality center where neighbors, as well as commuters and visitors arriving or departing on the rails, can grab a bite or a cup of coffee," Bonnie Penet, co-chair of the Friends of the Ypsilanti Freighthouse, said. "At the same time a yoga or children's movement class may be in progress in the great hall, giving way to a catered event in the evening."67
- 18. Critics question whether the much-hyped 2000th transportation stimulus project is necessary. Much was made of the 2000th stimulus project, though one local critic did not have much good to say in response, "We've got a lot of things to deal with out here, but traffic isn't

<sup>63</sup> Umhoefer, Dave, "Stimulus money for Chetek project is just a funding shift", Journal Scritinel, May 30, 2009, http://www.jsonline.com/news/wisconsin/46555547.html.

<sup>64</sup> Henderson, O. Kay, "GOP lawmaker: state should stop buying new cars," Radio Iowa News, April 16, 2009, http://www.radioiowa.com/gestalt/go.cfm?objectid=AB9C379F-5056-B82A-37CE88059F05EE9C.

http://coburn.senate.gov/public/index.cfm?FuseAction-LatestNews.NewsStories&ContentRecord\_id-41274695-802a-23ad-412f-52b64399c2f9.

66 Pierog, Karen and Lisa Lambert, "Ohio worries stimulus grant will help rob it of jobs," Reuters, June 4, 2009,

http://www.forbes.com/feeds/afx/2009/06/04/afx6506569.html.

67 Laughren, Christine, "Freighthouse awarded federal stimulus grant," Ypsilanti Courier, April 16, 2009,

http://www.ypsilanticourier.com/stories/041609/loc 20090416012.shtml

one of them." Local officials in Kalamazoo County, Michigan, plan to spend \$43.9 million<sup>68</sup> to widen several miles of I-94 and rebuild the interchange at south Westnedge Avenue. 69 The county, which has only had 3 percent growth since 2000, doesn't seem to need the project.<sup>70</sup> "Rush hour lasts 10 minutes, maybe 15 on a Friday" said Kalamazoo resident, Yvonne Zipp. 71

- 19. Parking lot that no one wants. In Macomb, Illinois, \$643, 945 was spent on a Prairieview public housing parking lot that no one wants. Many of the residents that the parking lot was supposed to benefit have protested it. Explaining his concern, a local resident said, "The kids love the grass. We've got enough pavement here."
- 20. Ohio state legislators oppose the governor's plans to use \$57 million for "planning and preliminary studies instead of bricks-and-mortar construction." State transportation officials passed over several shovel-ready projects to steer nearly seven percent of the state's \$774 million to planning and preliminary studies. Among the larger studies are \$20 million to examine a highway project on the eastern corridor of Cincinnati and \$20 million to examine a three-mile "opportunity corridor" that would connect the city of Cleveland's university district to Interstate 490. An additional \$10 million statewide would go simply toward "project plans/design" for the Ohio Department of Transportation, while \$7 million more would go toward project development for the Ohio passenger rail corridor.73
- 21. Minnesota theater wins millions over bigger job producers. The Minneapolis City Council has chosen to give \$2 million to the Schubert Theater, making it the city's largest recipient of discretionary funds. The theater will be used for "dance and music events," and is expected to create 41 full-time jobs. Council Member, Paul Ostrow, the only member to vote against the project, objected that the theater was given higher priority over a solar panel manufacturing facility in a low-income area would create 360 jobs. Noting his displeasure with the Council's decision, Ostrow said, "this is frankly not a jobs project."74
- 22. Illinois will spend \$350,000 to build a four-person bunkhouse at Crab Orchard National Wildlife Refuge.<sup>75</sup> The median price for a home in Marion, Illinois, the site of the park, is currently \$71,000.<sup>76</sup>

<sup>68</sup> Russon, Gabrielle, "Cost of I-94 project drops by 35%," Kalamazoo Gazette, June 12, 2009, http://www.mlive.com/news/kzgazette/index.ssf?/base/news-34/1244818248163290.xml&coll-7.

State of Michigan website, "American Recovery and Reinvestment Act (ARRA) Funded

MDOT Trunkline Projects, http://www.mi.gov/documents/mdot/MDOT ARRA Trunkline Projects 280623 7.pdf. 

70 Laurent Belsie, "Obama Speeds By His Stimulus Critics," Christian Science Monitor, April 13, 2009.

http://features.csmonitor.com/economyrebuild/2009/04/13/obama-speeds-past-his-stimulus-critics/

Belsie, Laurent, "Obama speeds past his stimulus critics" The Christian Science Monitor, April 13, 2009,

http://features.csmonitor.com/economyrebuild/2009/04/13/obama-speeds-past-his-stimulus-critics/. 72 Steelman, Lainie, "Parking under protest at Prairieview," Macomb Journal, June 10, 2009,

http://www.macombjournal.com/news/x2083756847/Parking.under-protest-at-Prairieview.

Wehrman, Jessica, "Republicans oppose Strickland using stimulus dollars for studies, Dayton daily News, April 20, 2009, http://www.daytondailynews.com/news/dayton-news/republicans-oppose-strickland-using-stimulus-dollars-for-studies-87414.html.

Brandt, Steve, "Mpls. fixer-upper theater will get stimulus funds," Minneapolis Star-Tribune, June 2, 2009, http://www.startribune.com/entertainment/onstage/46768652.html?elr-KArksD:aDyaEP:kD:aU2EkP7K\_t:aDyaEP:kD:aUiD3aPc : Yyc.aUU.

75 Crab Orchard refuge gets federal stimulus money." The Southern, April 27, 2009,

http://www.southernillinoisan.com/articles/2009/04/27/breaking news/doc49f5b5bld94f7615566167.txt.

- 23. Police jobs in Columbus, Ohio saved by stimulus could still leave officers getting pink slips. Earlier this year, President Obama went to Columbus, Ohio to speak about the benefits of the stimulus bill at the graduation of 25 local police recruits. The stimulus was intended to pay for them to work until the end of the year. However, new cuts announced by Columbus Police Department mean that the 25 graduating recruits will likely lose their jobs at the end of the year.77
- 24. The Fort Wayne, Indiana airport will spend \$1.27 million in stimulus cash for runway signs. Some signs will be posted along runways and taxiways while others will be painted directly on pavement "to help pilots and ground crews find their way without confusion." 78
- 25. Akron, Ohio will use up to \$1.5 million to erect a suicide-prevention fence. The city plans to use more than a million dollars to build a fence to keep people from jumping off the All-American Bridge despite concerns such a project would be wasteful, ineffective, and ugly.<sup>79</sup>
- 26. Rather than help welfare recipients obtain jobs and escape poverty, \$1 million will be used to study whether 300 people in Chicago are healthier when living in "green" public housing facilities. The study will evaluate whether building green housing is healthier for people and will focus on 300 residents at a Chicago public housing facility. Researchers expect to find that residents living in these more energy-efficient facilities will have much lower healthcare costs. This study will create interviewing jobs.80
- 27. The National Institute of Health gives Indiana University professor \$356,000 to study how kids perceive foreign accents. The grant was given to the University of Indiana, which has an endowment of more than \$1.5 billion, to "test how children perceive foreign-accented speech compared to native-accented speech." It will also determine how such accents might influence speech development in children.81
- 28. Detroit Public Schools will reap massive benefits from stimulus despite a \$150 million deficit. According to The Intelligencer, financial management problems became "so tangled the state recently appointed a manager to take the financial reins." The Detroit Public School System stands to get \$530 million, which \$355 million would have "no strings attached."82

<sup>&</sup>lt;sup>76</sup> Zillow.com, search for "Marion, Illinois," accessed June 12, 2009, http://www.zillow.com/homes/map/marionillinois rb/#/homes/for sale/map/marion-illinois rb/37.75301, 88.886657,37.678324, 88.968197 rect/12 zm/

<sup>&</sup>quot;Police Officers Saved By Stimulus May Still Lose Their Jobs," CNN, May 26, 2009.

http://www.cnn.com/2009/POLITICS/05/26/ohio.stimulus.police.cuts/.

<sup>78</sup> Caylor, Bob, "Airport gets \$1.27M from stimulus to install signs," *The News-Sentinel*, April 9, 2009, http://www.newssentinel.com/apps/pbcs.dll/article?AID-/20090409/BUSINESS/904090316.

Cooper, Michael, "Soul-Searching in Akron, Ohio, Over Stimulus Use," New York Times, May 5, 2009,

http://www.nytimes.com/2009/05/06/us/06akron.html? r-1&ref-global-home.

So Sachs, Peter, "UIC gets \$1M grant to study 'green' housing." Chi-Town Daily News, May 08, 2009,

http://www.chitowndailynews.org/Chicago\_news/UIC\_gets\_IM\_grant\_to\_study\_%E2%80%98green%E2%80%99\_housing\_2651.

§ Study focuses on how kids perceive accents," United Press International, May 13, 2009,

http://www.upi.com/Science News/2009/05/13/Study-focuses-on-how-kids-perceive-accents/UPI-56061242227066/.

Christoff, Chris, "Michigan schools set to win big in stimulus," Detroit Free Press, March 10, 2009 http://coburn.senate.gov/public/index.clm?FuseAction-LatestNews.NewsStories&ContentRecord\_id-f2418e16-802a-23ad-4dca-5523267e6857>.

- Michigan will spend \$983, 952 for streetscaping in Ann Arbor. The city plans to install "decorative sidewalks and crosswalks, planters, landscaping, decorative lighting, trees, trash receptacles, benches and bike loops."
- 30. "Dead" project in Leelanau County, Michigan gets new life in stimulus aid. In March, the governor announced that the Solon Township would receive \$1.3 million in grants and loans to help pay for construction of a wastewater treatment plant. Unfortunately, the locals do not want it and have declared the project "dead on arrival." According to one local newspaper, the stimulus money will now be used "to build a wastewater treatment plant for which there is no plan, and for which local support is questionable at best." Zoning administrator Tim Cypher summed it up, "The good is that there is, and there will be, more money available to work on these projects. The bad news is that it will be a while before any kind of water or wastewater treatment project is 'shovel-ready' in Solon Township."
- 31. Visitor center and a pedestrian bridge Kansas chosen for "aesthetics" over economics. The Tallgrass Prairie National Preserve's new visitor's center and a pedestrian and bike project over U.S. Highway 75 were some of the first projects approved for stimulus funds in the state. Failing to cite an economic benefit from the projects, officials noted that they chose "projects that strengthen the cultural, aesthetic or environmental value of our transportation system."
- 32. A National Forest in Missouri will receive \$462,000 to replace toilets. The Mark Twain National Forest will purchase 22 new concrete toilets to replace existing toilets.<sup>86</sup>
- 33. Stimulus funds will be used to demolish a sauna and build showers in the women's locker room at Grand Forks Air Force Base in North Dakota. According to the solicitation for bids for the project, the project will cost between \$25,000 and \$100,000.87
- 34. Federal stimulus cash paying for a fish hatchery and a new visitor center in Missouri. \$2.9 million will go to a new Mingo National Wildlife Refuge visitor center in Missouri, and an additional \$940,000 will go for solar power at a Fish Hatchery.<sup>88</sup>
- 35. \$10 million will be used for school lunch equipment and education technology in Oshkosh, Wisconsin. "It doesn't seem hopeful, does it," said one superintendent. "We're not seeing it as an opportunity to retain teachers." According to The Northwestern, "Local school administrators have warned that temporary money designed to expand programming would only cause more

<sup>85</sup> Shea, Bill, "Area projects get \$16 million in federal transportation funds," Crain's Detroit Business, April 10, 2009, http://www.crainsdetroit.com/article/20090410/BRIGHTSIDE/304109991#.

<sup>84 &</sup>quot;Dead' project gets stimulus aid," Leclanau Enterprise, March 25, 2009, http://www.leclanaunews.com/drupal/?q-node/6001.

<sup>85 &</sup>quot;Chase, Osage counties get federal stimulus projects," Emporia Gazette, April 1, 2009,

http://coburn.senate.gov/public/index.cfm?FuseAction-LatestNews.NewsStories&ContentRecord id-672542a6-802a-23ad-444a-0ce6b27c1812.

86 "RECOVERY - Precast Concrete Toilet Buildings - Mark Twain National Forest," U.S. Department of Agriculture, Solicitation

Number: AG-447U-S-09-0021AY, https://www.fbo.gov/index?s-opportunity&rmode-form&id-c6106fb75fb99cd10b5efcccc2e2716&rtab-core&\_cview-0&rcck-1&ra

u-exck.

8 "RECOVERY Repair Women's Showers Fitness Center," U.S. Air Force, Solicitation Number: JFSD200827,

https://www.fbo.gov/index?s-opportunity&mode-form&xid-23c1a76dfc80dbed7a00db130a58652d&rtab-core&r eview-0.

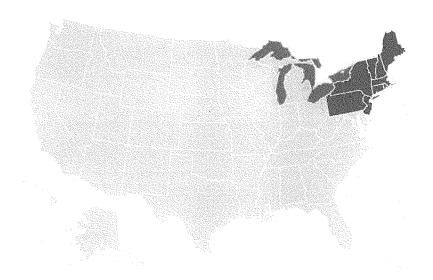
88 "Missouri fish and wildlife areas to get \$4.5 million in federal economic stimulus grants," Associated Press, April 29, 2009, 
http://coburn.senate.gov/public/index.cfm?FuseAction-LatestNews.NewsStories&ContentRecord id-f8e76031-802a-23ad-4bc3[98a2cad36e0.

harm to future budgets when the funding dissipates and districts can't maintain the new services."89

36. Missouri plans to spend \$500,000 of federal stimulus money on fish food. Governor Jay Nixon has earmarked half a million dollars to pay for the feed costs for state fish farmers.  $^{90}$ 

<sup>89</sup> Rodewald, Adam, "Oshkosh schools still waiting to receive stimulus dollars," Northwesterner, April 4, 2009, <a href="http://www.thenorthwestern.com/article/20090404/OSH0J0J/904040405/1987">http://www.thenorthwestern.com/article/20090404/OSH0J0J/904040405/1987</a>.
90 "Missouri outlines plan for \$156 million in stimulus funds," Associated Press, April 8, 2009, <a href="http://coburn.senate.gov/public/index.cfm?FuseAction-LatestNews.NewsStories&ContentRecord id-cf95ebba-802a-23ad-4497-508be2ba7ef4">http://coburn.senate.gov/public/index.cfm?FuseAction-LatestNews.NewsStories&ContentRecord id-cf95ebba-802a-23ad-4497-508be2ba7ef4</a>.

### Northeastern Region



- 37. Pawtucket, Rhode Island spending \$550,000 on a skateboard park. According to the *Providence Journal*, the skatepark is being funded in the place of much higher priorities: "In this city burdened with one of Rhode Island's highest home foreclosure rates and a \$10-million current-year budget deficit, \$550,000 in federal stimulus money is coming to build a skateboarding park and renovate tennis and basketball courts at Jenks Junior High School." Construction will not begin until September, but Ronald Wunschel, the city's finance director, believes that the skatepark is, in fact, a top priority for the city. Asked why? "So that young people don't skate on other public property," he said. 91
- 38. Yale and the University of Connecticut are receiving \$850,000 in stimulus for research "to study how paying attention improves performance of difficult tasks." Yale, which had the second-largest endowment in the country in 2007 (\$22.5 billion), is getting funding for research on a project to study how paying attention improves performance of difficult tasks. 92
- 39. Gloversville, New York is using \$175,000 of stimulus money to pay for a trolley bus to take tourists to festivals and a farmers market. The trolley is intended to give tourists rides within resort communities, to festivals in the region, and to a local farmers market. According to

<sup>&</sup>lt;sup>91</sup> Michael P. McKinney, "Pawtucket using stimulus money for skateboard park," Providence Journal, March 17, 2009, <a href="http://www.proje.com/news/content/PAWTUCKET\_STIMULUS\_SKATEPARK\_03-17-09\_VADM6E0\_vl19.36af019.html">http://www.proje.com/news/content/PAWTUCKET\_STIMULUS\_SKATEPARK\_03-17-09\_VADM6E0\_vl19.36af019.html</a>
<sup>92</sup> "Yale, UConn Win Stimulus Cash," Associated Press, May 6, 2009, <a href="http://www.courant.com/health/hc-stimulus-research-grant-uconnmay07\_0.3795787\_story">http://www.courant.com/health/hc-stimulus-research-grant-uconnmay07\_0.3795787\_story</a>.

reports, the trolley "will have an old-fashioned style and will be painted in colors similar to those used in the 1930s, but it will have modern features such as air conditioning."93 City transit director, Al Schutz, is excited about the project. "It's endless what you can do with this trolley. It will definitely contribute to the ambiance of our city," he said, adding, "which we need."94

- 40. \$3.1 million will turn a canal barge into a floating museum. In 1921, a 259-foot barge was built to haul agricultural goods on the Erie Canal, but was turned into a museum in 2005 after it was abandoned for more than a decade. The stimulus money will make sure the motorized barge is converted into "a floating museum that would travel the canal." While it may not have economic value, Clifford Siegried, director of the New York State Museum, says, "It is of such historical significance we could not let it go to the scrap heap."95
- 41. Three million dollars will pay for corporate jet runways in Massachusetts despite opposition of local leaders. Hanscom Field, the site of the project, has received criticism from local representatives who say it is a "waste of money." State Representative Jay R. Kaufman, from Lexington, one of the towns bordering Hanscom, said using federal stimulus money for this project "reinforces bad corporate behavior, not good corporate behavior."96
- 42. Maine to spend over \$1.3 million on "government arts jobs," including \$30,000 for basket makers, \$20,000 for story telling, and \$12,500 for a music festival. Old Town-based Maine Indian Basketmakers Alliance was one of nine Maine arts organizations to receive stimulus funding from the National Endowment for the Arts. 97 Maine Arts Commission Director Donna McNeil defended the spending, saying, "I think the government arts jobs are real jobs." But, according to the Bangor Daily News, "The grants are designed to subsidize the preservation of jobs and may not be used for the creation of a new position or for previously unscheduled work."
- 43. New York City will spend \$15 million to rebuild sections of the Coney Island Boardwalk. "It's Christmas in April as far as the Boardwalk is concerned," said Parks Commissioner Adrian Benepe. Borough President Marty Markowitz, who [in April] called for the city to use stimulus money for the project, said the investment could jumpstart more development of the Boardwalk, though it is not clear if the project will accomplish as much as hoped since there is only enough money to rehabilitate 15 of its 42 blocks. Despite the stimulus money, Coney Island activist,

<sup>93</sup> Karutis, Kayleigh, "Gloversville to Get Downtown Trolley," The Leader Herald, March 24, 2009,

http://www.leaderherald.com/page/content detail/id/\$11030 http://www.leaderherald.com/page/content detail/id/\$11030 httml.

4 McGuire, Jim, "Gloversville can get trolley bus with federal stimulus money," Daily Gazette, March 24, 2009,

http://www.dailygazette.com/news/2009/mar/24/0324\_glovetrolly/.

95 Williams, Stephen, "Old barge joins historic, scenic rehab plans," Daily Gazette, April 3, 2009,

http://www.dailygazette.com/news/2009/apr/03/0403 barge/.

Michael Levenson, "Hanscom Runway Repairs Opposed," Boston Globe, April 9, 2009 http://coburn.senate.gov/public/index.cfm?FuseAction=LatestNews.NewsStories&ContentRecord id=8calff0f-802a-23ad-4a4b-

Bloch, Jessica, "\$1.3 million in arts funding coming to Maine," Bangor Daily News, April 29, 2009, http://www.bangordailynews.com/detail/104764.html

<sup>&</sup>lt;sup>98</sup> Bloch, Jessica, "Maine arts groups to receive stimulus funds," Bangor Daily News, March 24, 2009, http://www.bangordailynews.com/detail/102242.html

Dianna Carlin, thinks a lot more money is needed if "they want to make this a world-renowned amusement destination "

- 44. A New York laboratory is receiving \$150 million in stimulus cash for "world's brightest xray," but it won't be available until 2015. Energy Secretary Steven Chu announced in March that the Brookhaven National Laboratory on Long Island would receive \$150 million to construct an x-ray 10,000 times brighter than its current equipment allows. 100 According to Secretary Chu, the project will "provide critically needed short-term economic relief," though it is not clear how quickly the scientific community will see the benefits. The x-ray is not anticipated to be operational until 2015.101
- 45. Milford, Massachusetts plans to use \$3.5 million for a three mile bike/walking trail despite its failure to spend \$80 million in federal funds for other pedestrian paths. Massachusetts has received \$135 million from the federal government for bike paths since 1991, but has not used more than \$80 million that still remains available. Having spent only 37 percent of its share of the funding by Congress for such projects, Massachusetts has a far lower rate than in any other state, according to federal statistics. 162 Milford is spending an additional \$3.5 million in stimulus funds for a three mile trail with groundbreaking on Phase II of this three-part project set for this summer.<sup>103</sup>
- 46. Stimulus funds pay for a hybrid car to be used by Vermont student drivers. Students drivers in Colchester, Vermont could be learning to drive in a Hybrid car courtesy of the stimulus legislation. The city plans on spending \$71,200 to purchase a hybrid car for driver's education classes as well as a plug-in hybrid car for town employees that would display a sign explaining its fuel-efficient features.104
- 47. Rochester, New York is getting millions to extend an art trail. The Art Walk 2 extension of the Urban Art Trail will get \$3.8 million. The project calls for, "Artistic designs and medallions [that] would be set into the walk. Other pedestrian elements include a pedestrian-level light system adjacent to the ArtWalk, sculptures consistent with an arts district and litter

Hays, Elizabeth, "Chunk of stimulus will only fix 15 of 42 blocks of Coney Island Boardwalk, Daily News Brooklyn, April 2, 2009, <a href="http://www.nydailynews.com/ny-local/brooklyn/2009/04/01/2009-04-01-chunk-of-stimulus-will-only-fix-15-of-42-html">http://www.nydailynews.com/ny-local/brooklyn/2009/04/01/2009-04-01-chunk-of-stimulus-will-only-fix-15-of-42-html</a>
 Frank Eltman, "Energy chief doles \$1.2 billion in stimulus cash," Associated Press, March 23, 2009,

http://content.usatoday.net/dist/custom/gci/InsidePage.aspx?cld-dailyrecord&ssParam-30405467.story

Patrick Whittle, "Brookhaven National lab gets stimulus funding," Newsday, March 24, 2009, <a href="http://www.newsday.com/business/ny-postim246081344mar24,0,6830555.story.">http://www.newsday.com/business/ny-postim246081344mar24,0,6830555.story.</a>
 Wirzbicki , Alan, "\$80m in US funds for bike projects unspent in Mass.; State ranks last, tapping 37% of grants since 1991," Boston Globe, April 14, 2009,

http://www.boston.com/news/nation/washington/articles/2009/04/14/80m\_in\_us\_funds for bike projects unspent in mass/.

103 Ameden, Danielle, "Second Stretch of bike trail to be built in Milford," The Milford Daily News, April 27, 2009,

http://www.milforddailynews.com/news/x289631771/Second-stretch-of-bike-trail-to-be-built-in-Milford Matt Sutkoski, "Grant Could Provide Students With Hybrid," Burlington Free Press, May 29, 2009,

http://www.burlingtonfreepress.com/article/20090529/NEWS02/905290310/Grant+could+provide+students+with+hybrid "ArtWalk to Get \$3.8 million in Federal Stimulus Funds," Associated Press, April 2, 2009,

http://74.125.47.132/search?q-cache:xUZpX54EORUJ:www.democratandchronicle.com/apps/pbcs.dll/article%3FAID%3D20099 0402024+%243.8+million+for+%E2%80%9Curban+art+trail&cd=3&rhl-en&ct-clnk&gl-us.

- containers." According to the ArtWalk website, "ARTWalk is a permanent urban art trail, connecting the arts centers and public spaces within the Neighborhood of the Arts.<sup>n10</sup>
- 48. The National Institutes of Health is giving Yale University \$680,100 in stimulus funds to study the effectiveness of diet and exercise at reducing obesity. The study will focus on the effectiveness of a diet and exercise program at reducing obesity and related illness in mentally ill patients.106
- 49. No. I priority for Bethlehem, Pennsylvania's share of the stimulus cash: A parking garage. John Callahan, mayor of Bethlehem, has said that the city's number one priority is a parking garage and that the \$500,000 stimulus grant necessary for the project was "locked up." He is hoping to drive more traffic to the city's "quaint shops" that are "housed in Victorian buildings."105
- 50. Rochester, New York to spend \$1 million grant on "green" upgrades, but will not create new jobs. The grant will include \$360,000 for "energy efficiency street lights" and \$25,000 on an energy audit" of a building. Commenting on the situation, one local columnist noted, "Unfortunately, the city council, as the last step in the process of fulfilling the promise of new jobs, is poised to spend the money in ways that do not do so."  $^{\!\!110}$
- 51. City favors stimulus money over other federal grant to avoid matching requirement. Officials in Windham, Massachusetts have decided to accept a \$174,000 stimulus grant to enhance the town's historic train depot despite having already received a federal grant for the same project. The town decided to let the first grant lapse when it discovered that the stimulus money would not require the town to provide matching funds, but that the first grant did. 111
- 52. Altoona, Pennsylvania is getting \$819,000 for a homelessness prevention program despite local reports that the town may not have enough of a homelessness problem to use it. Mayor of Altoona, Wayne Hippo, says there is "an awful lot of waste . . . It'd be nice to have more local control . . . It's impossible to have one-size-fits-all." 11
- 53. \$2 million in stimulus cash will be used to monitor scallop reproduction and habitat. The "Nantucket's Marine & Coastal Resources Department is pursuing a grant totaling \$2 million

<sup>106</sup> Arts and Cultural Council of Greater Rochester Website, "Rochester's ArtWalk Receives State Funding,"

http://www.artsnchester.org/news/wr0003walk.htm.

The Rochester ArtWalk website, "Home Page," http://www.rochesterartwalk.org/index.php, accessed June 1, 2009.

The Dethy, Florence, "Briefly: Yale gets nearly \$800,000 in grants," Yale Daily News, April 27, 2009,

http://www.yaledailynews.com/articles/view/28994.

Radicievich, Nicole, "Bethlehem eyes adding parking spaces on Main Street," The Morning Call, April 2, 2009, http://74.125.47.132/search?q-cache.7kNixBZraPk].xml.mcall.com/broadband/all-bl-4park.684003lapr02.0.2382169.story-Callahan+said+the+city+has+all+but+locked+up+another+%24500.000+grant+The+city

y-listed+the+parking+garage+as+its+No+1+priority+on+the+list+for+federal+stimulus+money.&cd-2&rhl-en&ct-clnk&rgl-us. Schmitz, Ray, "Stimulus grant should be used to create jobs," Post-Bulletin, June 4, 2009,

http://news.postbulletin.com/newsmanager/templates/localnews\_story.asp?z=12&ra-402544.

III Date, Terry, "Windham to use federal money for depot repairs," Eagle Tribune, June 11, 2009

http://www.eagletribune.com/punewsnh/local\_story\_162022948.html/keyword-secondarystory.

112 Kibler, William, "Officials question stimulus wisdom," Altoona Mirror, April 5, 2009,

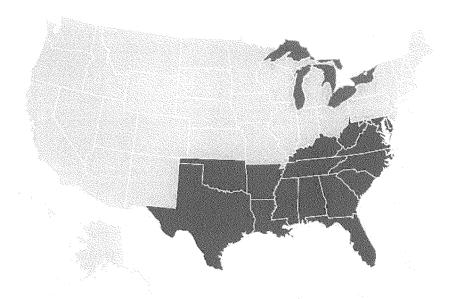
http://www.altoonamirror.com/page/content.detail/id/517765.html/.

- over two years from the National Oceanographic & Atmospheric Administration" to study, "scallop spat bags, propagation and habitat monitoring in Madaket Harbor."  $^{\rm H3}$
- 54. Nantucket, Massachusetts will spend \$5.6 million in stimulus cash to resurface 6.4 miles of road and bike path, or roughly \$875,000 a mile. The funding comes from the \$437.9 million that the federal government has authorized Massachusetts to spend on highway projects as part of the stimulus bill.114

<sup>&</sup>lt;sup>113</sup> Brace, Peter B., "Town applies for \$2 million-grant for eelgrass, scallop restoration," *Nantucket Independent*, April 8, 2009, <a href="http://www.nantucketindependent.com/news/2009/0408/other-news/018.html">http://www.nantucketindependent.com/news/2009/0408/other-news/018.html</a>.

<sup>114</sup> Shemkus, Sarah, "Nantucket road project now open for bids," *Cape Cod Times*, April 8, 2009, <a href="http://www.capecodonline.com/apps/pbcs.dll/article?AID-/20090408/BIZ/904080312/-1/NEWS">http://www.capecodonline.com/apps/pbcs.dll/article?AID-/20090408/BIZ/904080312/-1/NEWS</a>.

### Southern Region



- 55. The Tennessee Department of Transportation plans to use money to create the Clement Railroad Hotel Museum. Executive Director Cate Hamilton said the \$200,000 was a surprise, but that it would help the museum be able to open with a complete set of exhibits. "Definitely this would help us tell our story here in Dickson Tennessee," said Hamilton. $^{115}$
- 56. Despite a history of mismanaging federal funds, D.C. Metro will receive hundreds of millions to close its budget deficit. The agency will receive \$200 million in stimulus funds despite having a poor track record of handling federal funds and tracking its inventory. According to a recent report of the inspector general for the D.C. Metro, it "found sloppy accounting, a lack of internal controls and poor oversight."116
- 57. \$77.5 million will be used to extend the consistently over-budget D.C. subway to Dulles Airport in Virginia. The project to extend the Washington, D.C. Metrorail system 23 miles to connect downtown with Dulles International Airport will receive \$77.5 million in stimulus

<sup>115</sup> Arnold, Sky, "Transportation Projects Funded by Stimulus Money, "Arnold, Fox 17 News (Nashville), http://www.wztv.com/newsroom/top\_stories/wztv\_vid\_5579.shtml.

116 Sun, Lena H., "Metro reports cite accounting and security gaps," Washington Post, March 23, 2009, http://www.washingtonpost.com/wp-dyn/content/article/2009/03/21/AR 2009032102088.html.

money. 117 Taxpayers recently agreed to pay an additional nearly \$1 billion toward the project, despite its rising costs and schedule delays. Phase I of the project, which will provide II miles of track, was originally expected to cost \$1.5 billion, but has since soared to \$2.6 billion and is not expected be ready until 2013. 118

- 58. Wheeling, West Virginia will use almost \$400,000 to renovate a downtown music hall. This comes on the heels of already spending \$715,000 to purchase nearby buildings that remain empty. Local officials are hoping "his additional project will "create a domino effect" to finally produce results. City councilman Vernon Seals is hoping for the best: "You're not going to see the retail like you have in the past. But we could be surprised," he said. 119
- 59. Delaware has received a \$7.5 million federal stimulus grant to pay for a boardwalk revival. The federal government has allotted \$7.5 million in stimulus recovery funds, which Rehoboth Beach plans to use for boardwalk reconstruction, including a new pavilion. Storms have damaged parts of the boardwalk, but, said Mayor Sam Cooper, "it's gonna be like a rock for the most part now." <sup>120</sup> Unfortunately, beachgoers should not get their hopes up – the project will "not be finished in time for this summer." 121
- 60. Memphis, Tennessee will spend \$1.5 million to redevelop fairgrounds and \$250,000 to rehabilitate a dilapidated laundromat. The city plans to use \$1.5 million in Community Development Block Grant Recovery funds to demolish Libertyland amusement park and replace it with soccer and baseball fields surrounding a 170-acre property. It also plans to spend  $\$250,\!000$  on rebuilding a "dilapidated laundromat."  $^{122}$
- 61. Texas Department of Transportation plans to spend \$181 million on a new road opposed by local environmentalists. Grand Parkway outside of Houston has caused controversy among local residents upset that a new road would devastate Katy Prairie, the last vestige of a large undeveloped green space. The highway will commence the construction of a fourth ring-road around Houston and encourage the urban sprawl opposed by the Obama Administration by enabling the construction of a new development called Bridgeland. On a trip to Florida taken earlier this year, President Obama remarked, "The days where we're just building sprawl forever, those days are over."123

<sup>117</sup> Cella, Matthew, "Dulles rail project gets stimulus check," Washington Times, May 8, 2009,

http://www.washingtontimes.com/news/2009/may/08/dulles-rail-project-gets-stimulus-check/.

18 Alec MacGillis, "Dulles Rail Project Faces Cuts as Costs Swell," Washington Post, March 23, 2006, http://www.washingtonpost.com/wp-dyn/content/article/2006/03/22/AR2006032202397.html; Emerling, Gary and Sands, "\$900M dulles rail deal back on track," Washington Times, March 10, 2009,

http://www.washingtontimes.com/news/2009/mar/10/900-million-dulles-rail-deal-back-on-track/.

"" Hicks, Ian," Council Hopes Capitol Will Provide Spark," The Intelligencer Wheeling News-Register, June 5, 2009, http://www.news-register.net/page/content.detail/id/524736.html

"" Catch Use Secret Call.

register net/page/content.detan/dr/324/30.ntml

10 Smith, Kristin, "\$7.5M federal grant to pay for boardwalk revival," delmarvanow.com, April 23, 2009, 
http://coburn.senate.gov/public/index.cfm?FuseAction-LatestNews.NewsStories&ContentRecord id-e88d9c6e-802a-23ad4768-888ac5d76677&Issue id-&cFlD-l1318314&cFTOKEN-48496743.

121 Kramer, Cassandra, "DelDOT to Use Stimulus Money to Finish Rehoboth Boardwalk," WBOC 16, June 6, 2009,

http://www.wboc.com/Global/story.asp?S-10424558.

122 Andy Meek, "City Seeks Grant to Raze Libertyland," Memphis Daily News, May 29, 2009

http://www.memphisdailynews.com/editorial/Article.aspx?id=42755.

123 Michael Cooper, "Stimulus Ideals Conflict on the Texas Prairie," New York Times, March 22, 2009,

http://www.nytimes.com/2009/03/23/us/23sprawl.html?pagewanted=1&t r=2

- 62. Despite promises that citizens would be able to track "every dime" of the \$787 billion stimulus bill, the federal website devoted to posting the spending details may not be complete until next spring. During debate over the stimulus, the administration promised that a new website, Recovery gov would provide "unprecedented transparency" to how stimulus funding was used. Unfortunately, it was recently revealed that the site may not be fully operational until spring 2010 a full year after the stimulus bill was passed. 124
- 63. Delaware will spend \$400,000 to construct a berth for a historic ship to attract tourists.

  According to the Delaware Recovery website, it is hoped the project will "bring about a sense of community pride."

  125
- 64. Stimulus to pay for housing used by Soyono the Sumatran tiger and Luke the Lion at the National Zoo in Washington, D.C. Despite federal law that prohibits spending federal funds on local Zoos, money will go to the National Zoo. The Smithsonian, which runs the Zoo, is spending \$11.4 of its \$25 million in stimulus funds on the National Zoo and its Zoo research center in Virginia. <sup>126</sup>
- 65. Washington, North Carolina is using stimulus funds to pay for "project-funding manager" whose job it is to secure even more stimulus funds. The City hopes to pay the new "project-funding manager" to identify available Stimulus money using a \$40,234 grant from the Edward Byrne Memorial Justice Assistance Grant program which, in turn, received funding through the stimulus bill.<sup>127</sup>
- 66. Summerfield, North Carolina gets stimulus money for a parking lot. The town of Summerfield may get \$300,000 in federal stimulus funds to build a parking lot, despite the project already being in the town's regular budget. "The way I looked at it is it didn't really matter how you felt about the stimulus package, which is a reality," says Town Manager Michael Brandt. "I thought we might as well seek some benefit. . .If I don't go for it, somebody else will." Mayor Mark Brown concluded, "I think the stimulus money becoming available to aid the Summerfield Rail Trail parking problem is fabulous and unexpected." 128
- 67. The Florida Department of Transportation plans to spend \$128 million on the proposed Indian Street Bridge, though it does not yet have all the property it needs. The proposed funding of \$128 million will be used to build a bridge a quarter of a mile away from an existing bridge, but it is unclear whether it is "shovel-ready." According to CNN, "the state has yet to buy all the property it needs for the right-of-way leading to the bridge," and "challenges from the

 <sup>124</sup> Kelley, Matt, "Details thin on stimulus contracts," USA Today, May 6, 2009, <a href="http://www.usatoday.com/tech/news/techpolicy/2009-05-06-stimulus N.htm">http://www.usatoday.com/tech/news/techpolicy/2009-05-06-stimulus N.htm</a>
 125 Delaware Department of Transportation Recovery project website,

Delaware Department of Transportation Recovery project website, http://deldor.gov/information/projects/recovery/pages/overfalls/index.shtml.

Tabell, Michael, "In the Stimulus Bill, One Zoo Stands Above All Others," ProPublica, May 4, 2009, <a href="http://www.propublica.org/ion/stimulus/item/in-the-stimulus-bill-one-zoo-stands-above-all-others-504">http://www.propublica.org/ion/stimulus/item/in-the-stimulus-bill-one-zoo-stands-above-all-others-504</a>.
 Sauls, Elizabeth, "Milking the Stimulus: After all, somebody's got to," Beaufort Observer, May 09, 2009, <a href="https://www.beaufortobserver.net/Articles-c-2009-05-09-234535.112112">https://www.beaufortobserver.net/Articles-c-2009-05-09-234535.112112</a> Milking the Stimulus.html.

<sup>128</sup> Smith, Sandra, "Town gets stimulus money for parking lot," Guilford County Northwest Observer, April 3, 2009, http://coburn.senate.gov/public/index.cfm?FuseAction-LatestNews.NewsStories&cContentRecord id-81223bea-802a-23ad-4b8e-aa8075a1452b&csue id-.

- current owners of those parcels could delay construction." The Florida Department of Transportation has yet to purchase 33 of 63 properties needed to build the project. 129
- 68. USDA Inspector General (IG) raises concerns about a \$2.5 billion program for rural broadband Internet service. The Rural Utilities Service (RUS), tasked with doling out \$2.5 billion for rural broadband efforts, has a checkered history of mismanagement and incompetence, according to a recent IG report. Since 2005, 90 percent of the loans approved by RUS have gone to communities that already have broadband access.<sup>130</sup>
- 69. Miami, Florida will use \$2.1 million in stimulus funds to move and relocate an aging Greyhound bus terminal. The move is meant to facilitate connections between transit buses, commuter rail, intercity rail, and airport shuttles.<sup>131</sup>
- 70. Lexington, Kentucky plans to spend \$4.7 million on a trail connecting downtown with a horse farm. In March, the Lexington Area Metropolitan Planning Organization voted to spend \$4.7 million on the seven-mile Legacy Trail to connect downtown with a horse farm. Stimulus funds will not finish the trail, but the mayor of Lexington has said it will be important to pursue additional sources of money to finish the trail in time for the Alltech FEI World Equestrian Games in 2010.<sup>132</sup>
- 71. Steam rooms in the fitness center of Laughlin Air Force Base in Texas will undergo repairs funded by federal stimulus funds. According to the solicitation for bids on the project, the total cost is expected to be up to \$100,000.<sup>133</sup>
- 72. The federal government will provide\$300 million in stimulus funds to 61 housing agencies that have been repeatedly faulted by auditors for mishandling government. Problems have ranged from "poor bookkeeping to money that was spent improperly." 134
- 73. Large federal contractors who have paid big fines for violating environmental, safety, and discrimination rules are receiving stimulus funds. One such company, CACI International, came under fire in 2004 after its interrogators contracted out to the U.S. Atmy were caught abusing prisoners at Abu Ghraib. An Army investigation found that CACI International had inadequate screening process and had employees with insufficient training. Despite this history, the company has won three stimulus contracts worth \$1.5 million to provide contracting

<sup>&</sup>lt;sup>129</sup> Boudreau, Abbie and Jessi Joseph, "Stimulus-funded Florida Bridge draws criticism," CNN, May 4, 2009, <a href="http://www.cnn.com/2009/US/05/04/florida.bridge.stimulus/">http://www.cnn.com/2009/US/05/04/florida.bridge.stimulus/</a>.
<sup>130</sup> Grabell, Michael, "Rural Broadband Stimulus Program Slammed in Gov't Report," *Propublica*, April 14, 2009,

<sup>130</sup> Grabell, Michael, "Rural Broadband Stimulus Program Slammed in Gov't Report," Propublica, April 14, 2009, http://www.propublica.org/ion/stimulus/item/rural-broadband-stimulus-program-slammed-in-govt-report-414/.

131 "Web President Biden, U.S. Transportation Secretary LaHood, Miami Mayor Diaz Announce Availability of \$8.4 Billion in Public Transportation Investments," U.S. Department of Transportation, March 5, 2009, http://www.dor.gov/affairs/dor2609.htm.

http://www.dot.gov/affairs/dot2609.htm.

102 "Newberry Announces \$23 Million In Stimulus Funding For Area." LEXIS - NBC, March 30, 2009, http://www.lexi8.com/Global/story.asp/S-10076131&mav-EOld.

http://www.lexi8.com/Global/story.asp/S-10076131&rnav-EQIp.

13 "RECOVERY-Repair Fitness Center Steam Rooms," U.S. Air Force, Solicitation Number: F2R3C19037A001,
https://www.lbo.gov/index/s-opportunity&mode-form&id-964d87bf562c629704e38b5ff06104al&rtab-core&cview-1.

14 Heath, Brad, "Housing agencies faulted in audits to get \$300M of stimulus," USA Today, April 8, 2009,
http://www.usatoday.com/news/washington/2009-04-07-5timulus-Housing N.htm.

- specialists to the Forest Service. The consultants will help the agency evaluate projects so that it can spend stimulus money quickly.<sup>135</sup>
- 74. Dallas, Texas will receive stimulus funds to build a downtown park over a freeway. Dallasplanned Woodall Rodgers Deck Park, which will cover part of Woodall Rodgers Freeway, will receive 16.7 million from stimulus funds earmarked for transportation projects. Under the original agreement with the City of Dallas, the park's builders would pay for the entire \$92.7 million venture with private funds.<sup>137</sup> That has changed now that stimulus funds have come available. Current plans for the project include: "jogging trails, a dog park, a children's playground, a restaurant, a performance pavilion, a water sculpture, an area for games and much more."138
- 75. Bathrooms a major feature of \$11.3 million renovation at Somerville Lake, Texas. Funds will be used to fix up bathrooms built in the 1960's, prompting site manager Ernest Eberle to proclaim, "It's Christmas." The Corps had previously received money to build a bathroom, but not to raze the old one, which is still standing. Eberle noted that the situation would soon change, "At Rocky Creek (Park) restroom No. 3, we got some funding and we were able to replace it. But we ran out of money and couldn't tear the old one down. Now we'll be able to do that."139
- 76. Virginia will spend \$340,000 on a rural bridge that carries only 20 cars a day. The Rock Creek Road bridge leads to a gravel road with seven houses. Two residents of Rock Creek Road said they had not realized the bridge was in disrepair and were not sure that was the best use of the stimulus funds. VDOT officials say their top priority in choosing projects was how quickly they could get started.140
- 77. South Carolina Department of Natural Resources will spend \$1.7 million to grow oysters. The South Carolina Department of Natural Resources hopes to restore 15 acres of oyster reefs with a \$1.7 million federal stimulus grant. 141
- 78. Stimulus program paying \$2.5 million for beach enhancement studies. Despite recent concerns about beach restoration projects from the Obama Administration, the Army Corps of Engineers is spending \$2.5 million to study new projects instead of building them. 142

<sup>135</sup> Grabell, Michael and David Epstein, "Stimulus money going to scofflaw companies," Salon.com, May 21, 2009, http://www.salon.com/news/feature/2009/05/21/stimulus bill contractors/

Levinthal, Dave, "Woodall Rodgers Deck Park in Dallas will get \$16.7 million in stimulus funds," Dallas News, March 27, 2009, http://www.dallasnews.com/sharedcontent/dws/news/localnews/stories/DN-woodall 27met.ART.State.Editionl.4adlcc7.html. 18 "Woodall Rodgers Park Explained," DMagazine, October 18, 2007, http://www.dmagazine.com/Home/2007/10/15/Woodall Rodgers Park Explained.aspx?redirected-1.

http://www.pegasusnews.com/news/2009/mar/26/woodall-rodgers-park-project-recieves-federal-stim/.

Hahn, Arthur, "Stimulus funding flowing into lake--Somerville receives millions for projects," Brenham Banner-Press, May 30,

<sup>2009,</sup> http://www.brenhambanner.com/articles/2009/05/30/news/news/ltxt.

<sup>140</sup> Haberkom, Jennifer, "Rural bridges first in line for stimulus funds," Washington Times, May 10, 2009,

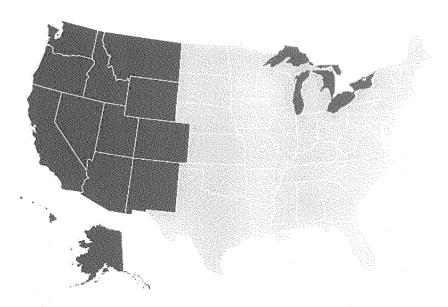
http://washingtontimes.com/news/2009/may/10/rural-bridges-first-in-line-for-stimulus-funds/l<sup>lt</sup> "Officials Hope to Restore Oyster Habitat," Associated Press, April 19, 2009,

http://www.wspa.com/spa/news/local/article/officials hope to restore oyster habitat/16724/.

Hi2 Wood, Anthony R, and Urgo, Jacqueline L, "Budget cuts take bite from beach-fill projects," Philadelphia Inquirer, April 30,

<sup>2009,</sup> http://www.philly.com/inquirer/home region/20090430 Budget cuts take bite from beach-fill projects.html

# Western Region



- 79. Washington State University (Vancouver) is receiving \$148, 438 to analyze "the use of marijuana in conjunction with medications like morphine." According to local reports, "this is the first ARRA funding received by WSU. The project is uniquely qualified to receive these funds because of its potential to stimulate the economy and create or retain jobs within the community." 143
- 80. "Microsoft Bridge" in Seattle will receive \$11 million in stimulus funds. Despite having nearly \$20 billion in cash reserves, Microsoft will be the prime beneficiary of \$11 million for construction of a bridge to connect the two campuses of its headquarters. He Separated by a highway, the Microsoft headquarters outside of Seattle in Redmond, Washington will now be linked by an unusual diagonally shaped bridge, once construction is completed. According to CNN, Redmond Mayor John Marchione "applied for federal stimulus money after costs jumped

Harijuana study receives federal stimulus money, "WSUT Today, June 1, 2009, <a href="http://www.wsutoday.wsu.edu/pages/Publications.asp?Action-Detail&rPublicationID-14657&rPageID-2]">http://www.wsutoday.wsu.edu/pages/Publications.asp?Action-Detail&rPublicationID-14657&rPageID-2]</a>.
 Hari Lai, Eric, "A bridge to Microsoft HQ: Critics slam \$11 million federal stimulus for overpass," Computerworld, March 31, 2009, <a href="http://www.computerworld.com/action/article.do?command-viewArticle.Basic&article.ld-9130833">http://www.computerworld.com/action/article.do?command-viewArticle.Basic&article.ld-9130833</a>.

- on the project from \$25 million to \$36 million," leaving the taxpayer to pick up the entire cost overrun.1
- 81. California is not encouraging school districts to re-hire laid-off teachers. Following the layoff of a large number of special education instructors, the California Department of Education is not encouraging school districts to create or save new jobs by bringing them back on staff. Heather Carlson, with the Department of Education, noted the reason being "the day after the money runs out, districts once again would have to find a new way to pay those employees." 146
- 82. Oregon will spend \$4.2 million to raise railroad track 18 inches. In Scappoose, Oregon (pop. 6,200), drivers are tired of taking a detour to get past railroad tracks that are not level with the main road. To fix the situation, \$4.2 million in stimulus money will raise the railroad tracks by 18 inches so that the road and tracks are level. According to city manager Jon Hanken, the stimulus money was needed because "local voters had rejected a bond issue to pay for the project." 147
- 83. Portland, Oregon will spend \$1 million in stimulus funds for bike lockers. City officials plan to upgrade 100 bike lockers and build a parking garage that will house 250 bicycles. 148 One local columnist questioned the need for the lockers, noting that Oregon had the fifth highest unemployment rate in January at 9.9 percent. Raising the question, "is this proper use of federal stimulus money?" he answered, "of course not!" 149
- 84. Stimulus cash is causing friction between a Colorado county sheriff and commissioner. At a recent local meeting to discuss how the county would use stimulus money, two officials disagreed about how to use it. \$213,716 stimulus grant for a new crime-response vehicle was seen as wasteful because the county already has similar equipment. "I just question the need for this in light of (the Colorado Bureau of Investigation's) criminal vehicle," the commissioner said.  $^{150}$
- 85. A Wyoming town will build a new government building that local officials do not see helping the economy in the short-term. Instead of leasing existing space downtown to help revitalize that area. "We're either green and growing or ripe and rotting," said a local official. The city council authorized an application for a \$7 million loan to build a new water department administration and engineering building. "Long term I see it; short term, I don't," said council member Patrick Collins about the facility for Board of Public Utilities engineers and administrators. "We have an opportunity with these empty buildings to lease space downtown," Collins said.<sup>151</sup>

<sup>&</sup>lt;sup>145</sup> Patrick Oppmann, "Critics slam Microsoft bridge as waste of stimulus money," CNN.com, March 31, 2009,

http://www.cnn.com/2009/US/03/31/bridge.microsoft/.

Ho Phillips, Roger, "Stimulus no cure-all for schools," Recordnet.com, April 3, 2009,

http://www.recordnet.com/apps/pbcs.dll/article?AID-/20090403/A NEWS04/904030322

Cauchon, Dennis, "Stimulus dollars put to work," USA Today, April 1, 2009, http://www.usatoday.com/news/nation/2009-03-31-stimulus-sidebar N.htm/csp-34.

148 "\$IM Of Stimulus Will Go To Bike Parking," KPTV, March 10, 2009, http://www.kptv.com/traffic/18889128/detail.html

<sup>149</sup> Norton, Larry, "TriMet bike lockers," OregonLive, Old Town blog, March 12, 2009,

http://blog.oregonlive.com/oldtown/2009/03/trimet bike lockers.html.

The francish, Lee Roy, "Stimulus funds cause friction", The Grand Junction Daily Sentinel, April 27, 2009, http://www.gjsentinel.com/hp/content/news/stories/2009/04/27/04/2809 3a Commission.html/imw-Y.

151 McCarthy, Bill, "City Council OKs applying for \$7 million BOPU building loan," Wyoming Tribume Engle, April, 2009,

http://www.wyomingnews.com/articles/2009/04/14/news/19local 04-14-09.txt.

- 86. The U.S. Department of the Interior will spend \$280 million on wildlife refuges and fish hatcheries, \$630,000 on a bridge at the National Bison Range, and \$249,000 for solar panels at Ennis Fish Hatchery. Refuges and hatcheries in Montana will receive about \$3 million of the Interior Department's stimulus spending.  $^{152}$
- 87. Colorado counties reject stimulus money, but change minds and use to buy an industrial dishwasher. The four counties that at first rejected the money for senior citizen meals were hesitant to accept funds for a program they would not later continue. "It didn't seem like a wise decision to take it, so we turned it down,' said Jo Downey, director of the council. 'We couldn't see buying food that we'd waste." But they changed their minds when state officials informed them that they did not have to use the money for meals, but could purchase "a new industrialsize dishwasher and mixer, plus 10 GPS systems" 153
- 88. Tualatin, Oregon plans to spend \$2.5 million on a "train-horn-free" zone. The city plans to provide \$700,000<sup>154</sup> and the local transit agency plans to provide \$939,000 in stimulus money towards creating a train-horn-free zone. 155 The money will be for Tualatin to help with noise issues but is not likely to be finished for two years. 156
- 89. San Diego International Airport will get \$5 million to install "energy-efficient" runway guidance lights.<sup>157</sup> Transportation Secretary Ray LaHood called the new signs a "critical investment" that will get the "U.S. economy going again."
- 90. A Utah sheriff's office is plans to purchase a Harley-Davidson motorcycle. Davis County Sheriff's in Utah will be adding a brand new Harley-Davidson to their vehicle fleet courtesy of the stimulus bill. The purchase is part of a Edward Byrnes Memorial Justice Assistance Grant being shared with nearly a dozen other police agencies in the county. The department will receive almost \$25,000, most of which will be used to purchase the Harley Davidson.<sup>159</sup>
- 91. The Phoenix Police Department is expecting to receive \$5.4 million in stimulus cash for new equipment that will not result in job creation. According to local reports, the funds will "likely include more technology upgrades, such as electronic-citation devices, rather than adding new boots on the ground." Phoenix Executive Assistant Police Chief Tom Lannon said the use

<sup>152</sup> Deines, Kahrin, "Refuges, hatcheries, to get \$3 million," Great Falls Tribunc, April 27, 2009,

http://www.greatfallstribune.com/article/20090427/NEWS01/904270313.

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http://cbs4denver.com/coloradowire/22.0.html?type-local&state-CO&scategory-n&sfilename-CO--Stimulus-SeniorMe.xml.

154 Schmidt, Brad, "Tualatin May Have to Wait Two Years for MAX Quiet Zone," Oregonian, March 4, 2009, http://brooklynneighborhood.org/2009/03/04/tualatin-finds-cheaper-way-to-keep-wes-trains-quiet-safe/

http://trimet.org/pdfs/news/stimulusprojects.pdf. Accessed May 28, 2009.
 Schmidt, Brad, "Tualatin May Have to Wait Two Years for MAX Quiet Zone," Oregonian, March 4, 2009, http://brooklyn-schmidt.pdf neighborhood.org/2009/03/04/tulatin-finds-cheaper-way-to-keep-wes-trains-quiet-safe/

157 "Lindbergh runways awarded \$5 million," SignOnSanDiego.com (Union-Tribue), March 28, 2009,

http://www3.signonsandicgo.com/stories/2009/mar/28/Im28airport.234819-lindbergh-runways-awarded-5-mill/. 198 "2 Local Airports To Receive Stimulus Funding," 10News.com (San Diego), March 27, 2009,

http://www.10news.com/newsarchive/19030804/detail.html.

Saxton, Bryon, "Sheriff's Office Gets New Wheels," Standard-Examiner (Utah), April 29, 2009, http://www.standard.net/live/news/171081.

- of the funds will be challenging due to the rules for these law-enforcement grants changing nearly daily.16
- 92. U.S.-Canada border crossings that average less than 2 passenger cars per day and 2-3 trucks a month get millions from stimulus funds. U.S.-Mexico border crossings with 20,000 vehicle crossings per day get nothing. A border post located in Montana sees an average of less than two passenger cars per day and only two to three trucks a month, according to the Bureau of Transportation statistics. Despite the lack of activity, it will receive \$15 million in "stimulus" funds for upgrades. Five of the tiny border crossings in Montana will get \$77 million in total. 161
- 93. Washington State will spend over \$18 million in stimulus cash to grow and hatch fish. This represents over 15% of the \$120 million the state's funding from the Bureau of Reclamation received for water infrastructure projects. 162
- 94. Montana's state-run liquor warehouse will receive \$2.2 million in stimulus cash to install skylights. The project is part of the \$27.7 million the state has been awarded for energy programs.163
- 95. Eugene, Oregon will spend \$2.25 million stimulus dollars to construct a 1,000 foot long bike path, and an additional \$180,000 will be spent on "pedestrian facilities, traffic calming and bicycle-related components. The project was approved by the Oregon Transportation Commission for \$2.25 million "to construct a 1000-foot-long elevated pedestrian-bicycle path over the Delta Ponds and Delta Highway." 164
- 96. A California skate park will get a \$620,000 "facelift." Plans to refurbish the skate park in Long Beach, California, had stalled for months as local funds put towards higher priority park projects. With \$620,000 in federal stimulus funding available to upgrade the skate park, the city council decided to move forward. Daniel Johnson, a skater, said, "If most of us weren't skating right now, we'd be doing some bad stuff."16
- 97. The Bureau of Land Management is using stimulus funds to study the impact wind farms have on the sage grouse population in Oregon. The proposal would be to "hire people to tag

<sup>160</sup> Ferraresi, Michael, "City safety agencies work to meet stimulus deadlines," Arizona Republic, April 8, 2009,

http://www.azcentral.com/community/phoenix/articles/2009/04/08/20090408stim-phxsafety0408.html.

Karl, Jonathan, "GMA' Investigation: Stimulus Waste or Future Investment? Some Enraged as Montana Outpost With Little Cross-Border Traffic Gets \$15M in Federal Stimulus Money," ABC News, May 15, 2009, http://www.abcnews.go.com/Politics/story?id-7594607&page-1.

<sup>162 &</sup>quot;Yakima Valley water projects get \$40M stimulus boost," Tri-City Herald, Aptil 17, 2009, http://www.tri-cityherald.com/901/story/546888.html.
163 Weaver, Christopher, "Stimulus for Liquor Makes You Snicker," Propublica, March 11, 2009,

http://www.propublica.org/ion/stimulus/item/stimulus-for-liquor-makes-you-snicker-031l/.

104 "Construction jobs coming to Eugene via stimulus funding," Daily Journal of Commerce, April 2, 2009,
http://www.djcoregon.com/article/Detail.htm/2009/04/02/Construction-jobs-coming-to-Eugene-via-stimulus-funding.

105 Cuaron, Brian, "Long Beach's 14th Street Skate Park headed for a facelift," Long Beach Press-Telegram, May 30, 2009, http://www.presstelegram.com/news/ci 12487331

- sage grouse in areas where wind farms are proposed and track the birds' movements to figure out where turbines could be located.  $^{\rm nl66}$
- 98. Durango, Colorado to spend \$215,000 for a bike path to keep kids from walking to school on the street. Construction is scheduled to begin in August on a new bicycle and pedestrian path on County Road 501 after the project received more than \$215,000 in federal stimulus funds. Town Planner Joe Crain said, ""It definitely will be a very good thing because of the high school. I see a lot of students walking on the roadway." [67]
- 99. \$200,000 for restroom and showers at Black Butte Lake, California. The money is for new restrooms and showers in the group area. According the Corps of Engineers stimulus project list, the new restrooms "will greatly improve the public recreational experience." 168
- 100. Big Stimulus windfall for tiny town. A town of 82 residents where the people are outnumbered "several times over by mule deer and antelope" in California is getting a \$3 million stimulus for build a new water facility. At about \$36,000 per person, the Town of Tennant is one of 74 water districts of California set to share \$150 for drinking water projects.

http://www.taxpayer.net/usg ruploads/file/Stimulus/Gorps/Corps/Stimulus/Portins/and Maintenance.pdf.

http://www.taxpayer.net/usg ruploads/file/Stimulus/Corps/Corps/Stimulus/Portato-Additional Maintenance.

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# APPENDIX – QUICK REFERENCE OF PROJECTS

State	Grant	Purpose	
	Top Ten Projects		
Oklahoma	\$1.5 million	New water treatment plant that raises utility costs of residents.	
Illinois	\$1 billion	Most costly earmark in history despite promise of no earmarks.	
Wisconsin	\$15.8 million	Non-essential repairs for 37 rural bridges rarely used.	
California	\$10 million	Eminent domain kicking families out of homes to meet stimulus deadlines.	
Florida	\$3.4 million	Wildlife "eco- passage" that will take years to finish.	
Nevada	\$2 million	Weatherization contract going to company already fired for poor weatherization work.	
Oklahoma	Over \$1 million	New guardrail along bone-dry Optima Lake.	
Pennsylvania	\$9.38 million	Renovate old train station not used in 30 years.	
D.C.	\$2.5 million	Social security stimulus checks sent to 250 dead peope.	
New York	\$578,661	Homeless funds go to town that doesn't want the money since it has no homelessnesss.	
	Midwestern Region		
Illinois	\$173,824	Weatherizing 8 pick-up trucks.	
South Dakota	\$20,000	Freezing fish sperm.	
Wisconsin	\$2.8 million	Unrequested nursing home assistance.	
Iowa	\$11 million	Unnecessary new cars for State	

		government
Illinois	\$150,000 est.	Road signs marking stimulus projects
Georgia	\$5.5 million	Grant used to entice company to move from Iowa, taking 1,200 jobs away from state.
Michigan	\$500,000	Renovate historic building to house yoga or children's movement class and a new visitor center.
Michigan	\$43.9 million	Unnecessarily widen and rebuild road.
Illinois	\$643, 945	New parking lot not wanted by local residents.
Ohio	\$57 million	Planning and preliminary studies of highway projects.
Minnesota	\$2 million	For theater used for dance and music events.
Illinois	\$350,000	4-person bunker at wildlife refuge.
Ohio	n/a	Police jobs saved by stimulus funds could still be lost at end of year.
Indiana	\$1.27 million	New airport runway signs.
Ohio	\$1.5 million	Suicide prevention fence for a bridge.
Illinois	\$1 million	To study if people are healthier in "green" government subsidized housing projects.
Indiana	\$356,000	To study how kids perceive accents.
Michigan	\$530 million	Mostly "no- strings" funding for school district despite record of poor financial management.
Michigan	\$983,952	For decorative sidewalks and crosswalks and streetlights, planters, and

		landscaping.	
Michigan	\$1.3 million	New wastewater plant declared "dead on arrival" by local citizens.	
Kansas	n/a	Visitor center and pedestrian bridge chosen not for economic but for cultural/aesthetic value.	
Missouri	\$462,000	New toilets at Mark Twain National Forest.	
North Dakota	Up to \$100,000	To demolish a sauna and build new showers in women's locker room.	
Missouri	\$2.9 million	Visitor center at wildlife refuge.	
Missouri	\$940,000	Solar power at a fish hatchery.	
Wisconsin	\$10 million	School lunch equipment and education technology but no teaching jobs.	
Missouri	\$500,000	Fish food for fish farmers.	
Northeastern Region			
Rhode Island	\$550,000	Skateboard Park.	
Pennsylvania	\$800,000	Backup runway for airport with only 3 flights a day.	
Connecticut	\$850,000	For studies including "how paying attention improves performance of difficult tasks."	
New York	\$175,000	Trolley to take tourists to festivals and markets.	
New York	\$3.1 million	Transform canal barge into floating museum.	
Massachusetts	\$3 million	Corporate jet runways that are opposed by local residents.	
Maine	\$1.3 million	For "government art jobs" including basket makers.	

New York	\$15 million	Partially rebuild portions of Coney Island Boardwalk.
New York	\$150 million	To build the world's brightest x-ray.
Massachusetts	\$3.5 million	3 mile bike trail despite having \$80 million of existing, unused federal funds for bike trails.
Vermont	\$71,200	Hybrid cars for driver education classes.
New York	\$3.8 million	Extend an urban art trail.
Connecticut	\$680,000	To study the effect of diet and exercise on obesity.
Pennsylvania	\$500,000	Parking garage.
New York	\$1 million	"Green upgrades" but no new jobs.
Massachusetts	\$174,000	Duplicates funding to renovate a historic building that is already being funded by separate federal program.
Pennsylvania	\$819,000	Homeless prevention despite the lack of homeless.
Massachusetts	\$2 million	Monitor scallop reproduction and habitat.
Massachusetts	\$5.6 million	Repave bike path.
	Southern Regi	on
Tennessee	\$200,000	To help create railroad hotel museum.
D.C.	\$2.5 million	Beach enhancement studies by Army corps of Engineers.
D.C.	\$200 million	For the D.C. metro despite history of waste and abuse of federal funds.
D.C.	\$77.5 million	To Connect D.C. metro to Dulles Airport despite history of waste and abuse of federal funds.

West Virginia	\$400,000	Renovate downtown music hall despite lack of interest in developing the surrounding area.
Delaware	\$7.5 million	Renovate a boardwalk and build new pavilion.
Tennessee	\$1.5 million	To redevelop old amusement park.
Tennessee	\$250,000	Rehabilitate a dilapídated laundromat.
Texas	\$181 million	Expand Grand Parkway that is opposed by local residents and environmentalists.
South Carolina	\$1.7 million	Grow oysters.
D.C.	n/a	Despite promises of transparency, White House won't have website ready until next spring.
Delaware	\$400,000	To construct berth for historic ship.
D.C.	\$11.4 million	Housing for 200 animals despite prohibition on funds being used for local 200s.
North Carolina	\$40,234	Salary of new staff position whose job it is to lobby for more stimulus funds.
North Carolina	\$300,000	Parking lot already part of town's existing budget.
Florida	\$128 million	Build a duplicative bridge.
D.C.	\$2.5 billion	USDA program to bring internet to rural areas despite long history of misusing funds.
Florida	\$2.1 million	To relocate an aging Greyhound bus terminal.
Kentucky	\$4.7 million	Build a trail connecting downtown to a horse farm.
Texas	Up to \$100,000	Steam room for a fitness center.
D.C.	\$300 million	Federal funding for 61 housing agencies with history of

		misusing funds.
D.C.	\$1.5 million	Contractor with history of abusing detainees in Iraq used by Forest Service to evaluate projects.
Texas	\$16.7 million	Downtown park to cover a freeway.
Texas	\$11.3 million	Bathroom repair.
Virginia	\$340,000	Repair rural bridge despite no need for repair and only carries 20 cars a day.
	Western Regi	on
Washington	\$148,438	To study the use of marijuana in conjunction with other medication.
Washington	\$11 million	Create a bridge that connects two Microsoft campuses.
California	n/a	State encouraging school districts to not rehire teachers with stimulus funds.
Oregon	\$4.2 million	To raise railroad tracks 18 inches despite local residents rejecting plan.
Colorado	\$213,716	New vehicle for sheriff despite already having access to an existing vehicle.
Wyoming	\$7 million	Town to lease new office space instead of using existing empty office space.
Wyoming	\$280 million	For wildlife refuges and fish hatcheries for such things as solar panels.
Colorado	n/a	Four counties reject stimulus money, but then change minds to buy an industrial dishwasher.
Oregon	\$2.5 million	To create a "train- horn free" zone in town.
		LOWIE.

### 100 Stimulus Projects: A Second Opinion

		for airport runway.
Utah	\$25,000	Harley Davidson motorcycle for sheriff.
Arizona	\$5.4 million	New police equipment but no new jobs.
Montana	\$15 million	Upgrades for rarely used border crossing into Canada.
Washington	\$18 million	To grow and hatch fish.
Montana	\$2.2 million	Skylights for a liquor warehouse.
Oregon	\$2.25 million	To construct a 1,000 foot bike path and pedestrian facilities.

California	\$620,000	A "facelift" for skate park.
Oregon	n/a	Federal program using stimulus funds to study impact of wind farms on sage grouse population.
Colorado	\$215,000	Bike path for kids to get to school.
California	\$200,000	Restroom and showers at Lake park.
California	\$3 million	New water facility for town of 82 residents.

#### A SECOND LOOK AT "A SECOND OPINION"

America's Mayors Respond

### 24. The Fort Wayne, Indiana airport will spend \$1.27 million in stimulus cash for runway signs.

Mayor Tom Henry - D, City of Fort Wayne, Indiana:

"For Senator Coburn to attack a project that is specifically and exclusively designed for the safety of the passengers, flight crews and ground crews at Fort Wayne International Airport is extremely disappointing. The junior senator from Oklahoma has a long history as a fiscal conservative, but spending money to jumpstart the faltering economy on necessary infrastructure improvements is not pork, it is needed jobs and investment, plus for this project, enhanced safety for Fort Wayne residents and visitors to our city who rely on this airport. This project is already under contract so Senator Coburn's opposition is simply political posturing, not real action to reduce spending."

#### 58. Wheeling, West Virginia will use almost \$400,000 to renovate a downtown music hall.

Mayor Andy McKenzie - R, City of Wheeling, West Virginia:

"The City of Wheeling would like to acknowledge the efforts of both President Obama and Vice-President Biden in developing a recovery effort that provides economic and development opportunities for cities across America. Wheeling City Council by a unanimous vote authorized CDBG—R investment into the Capitol Theatre project to stimulate economic growth, job creation and downtown revitalization. This eligible shovel ready project will create 5.6 million dollars in direct spending in our community and more than 60 new jobs. We are disappointed; Senator Cobum appears to be off the mark. We invite him to come to Wheeling and visit this project that will be a catalyst for future investments in our community."

#### 66. Summerfield, North Carolina gets stimulus money for a parking lot.

Mayor Mark Brown - R, Town of Summerfield, North Carolina:

"For several years, local government has been grappling with how to improve the safety at the Summerfield Rail Trail. Without sufficient parking so close to the start of the trail, this trailhead is a dangerous traffic accident waiting to happen. This Recovery funding will put people to work and expand the number of safe, parking spaces available. I've been someone who has been screaming about the pork jobs, but this is a real safety issue that our town is dealing with – Senator Coburn is wrong to call this a pork project; this is a safety project."

### 69. Miami, Florida will use \$2.1 million in stimulus funds to move and relocate an aging Greyhound bus terminal.

Mayor Carlos Alvarez - Republican, County of Miami-Dade and Mayor Manny Diaz - Independent, City of Miami:

"The Miami Intermodal Center will link bus, train, rental car, Metrorail and an automated people mover to Miami International Airport. It means more tourism, business travel and trade, as well as more options for residents who rely on public transportation," said Mayor

Alvarez. "Transportation infrastructure is the backbone of our economy and will create thousands of jobs in the future."

"It will improve our energy independence and reduce our carbon footprint and greenhouse gas emissions by reducing the number of vehicle miles traveled", said Mayor Diaz. "It is unacceptable for Senator Tom Coburn to not support this project, which will advance our public transportation system and stimulate our economy."

### 80. "Microsoft Bridge" in Seattle will receive \$11 million in stimulus funds.

Mayor John Marchione - Non-partisan, City of Redmond, Washington:

"The 36th Street Bridge project is a vital transportation investment needed to improve mobility and circulation for an area that is home to over 44,000 jobs and represents the second largest employment center in King County after downtown Seattle. It was the region's consensus top priority after a rigorous competitive review, and we were pleased to receive stimulus funding for this important jobs corridor. As Senator Coburn was advised over a month ago, Redmond has since returned \$6.4 million of the \$11 million stimulus grant due to the current favorable bid climate and strong project cost management."

### 89. San Diego International Airport will get \$5 million to install "energy-efficient" runway guidance lights.

Mayor Jerry Sanders - R, City of San Diego, California:

"These lights and signage will improve safety at Lindbergh Field by reducing the likelihood of accidents on the tarmac. Contrary to Mr. Coburn's belief, this project is, in fact, an appropriate use of stimulus funds as it will put nearly 100 people to work during the installation process."

### A SECOND LOOK AT THE SECOND OPINION:

# COBURN REPORT RIDDLED WITH FALSEHOODS, OUTDATED INFORMATION AND MISLEADING ASSERTIONS

# A Statement from Ed DeSeve, Senior Advisor to the President for Recovery Act Implementation:

"We have approved more than 20,000 Recovery Act projects to get America's economy moving again. The program is, overall, a great success. With 20,000 projects approved, there are bound to be some mistakes – when we find them, we have been transparent about it, and worked on a bipartisan basis to shut them down immediately. Sen. Coburn's report, however, is filled with inaccuracies, including criticisms of projects that have already been stopped, projects that never were approved, and some projects that are working quite well. If Sen. Coburn has found any problematic projects, we will address them immediately - but much of this seems to be little more than an objection to the Recovery Act itself, which Sen. Coburn opposed. As state officials in Sen. Coburn's own home state have noted, 'We have people working today who would not have jobs if the stimulus package hadn't passed.'"

# 1. "Free" Stimulus Money Results in Higher Utility Costs for Residents of Perkins, Oklahoma

Response: States, not EPA, make the decisions about Clean Water State Revolving Fund (SRF) ARRA project selection and terms, including the form of assistance (loans or grants) and interest rates. Communities constructing new facilities typically face higher utility rates in order to repay any loan. However, the affordable loan rates provided through the SRF save the community and ratepayers money over the long term compared to market rates.

While the Buy American and Davis-Bacon provisions added to ARRA by Congress can increase project costs, they create U.S. jobs and provide workers with a fair wage. If the Buy American provisions increase a project's costs by more than 25 percent, the State can apply for a waiver.

## 2. FutureGen: The Stimulus Earmark that Wasn't, Becomes the Costliest Pork Project in History

Response: The development of carbon capture and storage technology – and the ability for coal-based power plants to achieve zero carbon emissions – is crucially important for our country's energy future. The announcement related to the FutureGen project was the result of a joint decision by private and public partners in the project. The Department of Energy undertook a review of the FutureGen cost estimates and reviewed a series of alternative proposals. Ultimately, Recovery Act funds will be used for detailed design and construction if and only if the FutureGen Alliance and the project successfully meet a series of milestone reviews. This process ensures that the FutureGen project will receive the full funding only if it proves to be a smart investment.

#### Little-Used "Shovel-Ready" Bridges in Rural Wisconsin Given Priority Over Widely Used Structurally Deficient Bridge.

**Response:** We'd like to correct some facts in this highlighted project. The write up quoted the *Milwaukee Journal Sentinel* which cites traffic figures for the Blooming Grove, WI, bridge of 85,600 cars per day, rather than the correct figure of 8,560 cars per day. If the Blooming Grove Bridge actually had 85,600 cars per day crossing over it, the bridge would be seeing three times the amount of traffic on the most heavily traveled stretch of an interstate.

 John Murtha Airport in Johnstown, Pennsylvania has only three flights a day but will receive \$800,000 to repave a backup runway.

Response: Still under review.

5. \$3.4 Million for Wildlife "Eco-Passage" in Florida; Project Still May Take Years to

Response: Still under review.

6. Nevada Non-Profit Gets Weatherization Contract After Being Fired For Same Work

**Response:** FALSE. The Community Services Agency was never fired or defunded by the State and has over 25 years of experience managing the Weatherization Program.<sup>1</sup>

7. Non-Existent Oklahoma Lake Gets Over \$1 Million For a New Guardrail

Response: FALSE. "Work on the guardrail project is not going forward as we explore other approaches to protecting public safety." Army Corps of Engineers

8. Taxpayers Taken for a Ride: Nearly \$10 Million to be Spent to Renovate a Century Old Train Station that Hasn't Been Used in 30 Years

Response: The Elizabethtown train station sits along an important transit line in Eastern Pennsylvania between Harrisburg and Philadelphia. This line has enabled the growth of the Lancaster County region in recent years, and the Elizabethtown station is vital to the commuters who live in the area. More than 80,000 passengers use the Elizabethtown station every year, a number which has increased 90% from the approximately 43,000 riders who used the station just five years ago. Improvements to the outdated station will create jobs and improve the riding experience for the passengers who rely on the station every day to get to work. The renovated station will allow ridership to increase even more in the coming years, leading to increased business development and better quality of life for all area residents. (http://articles.lancasteronline.com/local/4/238232)

9. 10,000 Dead People Get Stimulus Checks, Social Security Administration Blames a Tough Deadline

<sup>&</sup>lt;sup>1</sup>Two years ago, in 2007, CSA experienced problems with the quality of work of a program manager and some contractors. Nevada Rural Housing Authority brought suit against CSA and Nevada State's Housing Division, and CSA agreed to cease its management of the program until the problems were solved. Since then, CSA hired a seasoned Weatherization Director (the former director of the Nevada Rural Housing Authority). In response to these changes, Nevada Rural Housing Authority dropped its suit against CSA.

**Response:** This problem was corrected and misdirected government funds have been reclaimed.

10. Town of Union, New York, Encouraged to Spend Money It Did Not Request For a Problem It Does Not Have

**Response:** FALSE: Although funds are allocated to towns via formula, the grantees are required to submit a plan for use of the funds, which Union did.<sup>2</sup>

11. Illinois county to spend \$173,824 weatherization grant on eight pickup trucks.

Response: FALSE. This grant is not supported by ARRA funding.

12. South Dakota fish hatchery to spend half of a \$20,000 grant on a freezer for fish sperm.

Response: Still under review.

13. Wisconsin nursing home receives \$2.8 million in stimulus money it didn't need or request.

Response: FALSE. The Knapp Haven Nursing Home had originally applied for a non-ARRA Community Facilities Direct Loan for a nursing home renovation in Chetek, Wisconsin, but applied instead for ARRA funding as there were not sufficient funds in the USDA Rural Development State Office allocation. It is possible that the project would have gone unfunded without the ARRA funding.

14. Iowa state legislators are using money freed up by federal stimulus cash to buy \$11 million in new cars the State does not need.

**Response:** MISLEADING. This is not a direct use of ARRA funds to buy cars, and is pure speculation, given that this article was written in April, on where the funding for the cards came.

15. Road signs costing \$300 each are being placed at construction sites to alert motorists that the project is being paid for by stimulus money.

Response: Road project signage is both customary, and an allowable use of funds.

<sup>&</sup>lt;sup>2</sup> The Homeless Prevention/Rapid Re-housing (HPRP) funds in the Recovery Act were allocated to grantees via a formula; grantees did not apply. However, grantees are required to accept the funds by submitting an appending plan. The HPRP Notice indicates that that if grantees do not have the capacity to administer the funds or don't need them, they should simply decline and the funds would be reallocated to other communities. The City of Union did not, in fact, decline the funds but submitted their spending plan outlining how they plan to spend the money that was allocated to them. Also, HPRP funds are largely intended to prevent homelessness, not necessarily correct a chronic homelessness problem, so the fact that someone in the town wasn't "aware of any homelessness issue in the largely suburban town" is irrelevant. It can be used assist folks that are at risk of losing their homes due to job loss, or the inability to make mortgage payments.

16. Stimulus grant may cost Dayton, Ohio 1,200 jobs.

**Response:** FALSE. The Economic Development Administration (EDA) has a long standing policy that prohibits the agency from providing funds to incentivize a corporate relocation from one U.S. region to another.

Press Reports: <a href="http://www.daytondailynews.com/blogs/content/shared-gen/blogs/dayton/opinion/entries/2009/06/04/editorial\_stimulus\_money\_hard.html">http://www.daytondailynews.com/blogs/content/shared-gen/blogs/dayton/opinion/entries/2009/06/04/editorial\_stimulus\_money\_hard.html</a>.

17. The governor of Michigan is using \$500,000 to renovate the Ypsilanti Freighthouse, which may house a "yoga or children's movement class" and a full-time tourist information center.

Response: Still under review.

 Critics question whether the much-hyped 2000th transportation stimulus project is necessary.

**Response:** This project is a much needed project that was labeled by FOX News as one of the very "best" Recovery Act projects in the country. See <a href="http://www.foxnews.com/politics/2009/05/06/stimulus-report-card-hits-misses/">http://www.foxnews.com/politics/2009/05/06/stimulus-report-card-hits-misses/</a>

19. Parking lot that no one wants.

Response: Still under review.

20. Ohio state legislators oppose the governor's plans to use \$57 million for "planning and preliminary studies instead of bricks-and-mortar construction."

**Response:** FALSE. The Ohio Department of Transportation is directing these dollars to shorter-term projects, aimed at quickly creating and retaining construction-related jobs.

http://www.dot.state.oh.us/news/Pages/ODOTsStimulusInvestmentsspurringmoreConstruction-RelatedJobs.aspx

21. Minnesota theater wins millions over bigger job producers.

Response: Still under review.

22. Illinois will spend \$350,000 to build a four-person bunkhouse at Crab Orchard National Wildlife Refuge.

**Response:** FALSE. This project was on a contingency project list and is not planned for implementation. Planned Interior Recovery Act projects can be found at <a href="https://www.doi.gov/recovery">www.doi.gov/recovery</a>.

 Police jobs in Columbus, Ohio saved by stimulus could still leave officers getting pink slips.

**Response:** MISLEADING. In some cases, States may have HR rules or union contracts regarding those who may be laid off and in what order. If the grantee needs to change the project plan a Change of Scope request must be submitted to the Grant Manager for approval.

As the President said in Columbus, these funds can't solve every problem, and he recognized that the police force would still face budget challenges. But the bottom line is that these funds helped these police recruits keep their jobs for another year, which can only improve the community and economy of Columbus.

24. The Fort Wayne, Indiana airport will spend \$1.27 million in stimulus cash for runway signs.

Response: Runway signs are an issue of basic safety for airports. Use of ARRA funds for such signage increases safety for both passengers and crew. As Mayor Tom Henry – D, City of Fort Wayne, Indiana says: "[this is a] project that is specifically and exclusively designed for the safety of the passengers, flight crews and ground crews at Fort Wayne International ...spending money to jumpstart the faltering economy on necessary infrastructure improvements is not pork, it is needed jobs and investment, plus for this project, enhanced safety for Fort Wayne residents and visitors to our city who rely on this airport."

25. Akron, Ohio will use up to \$1.5 million to erect a suicide-prevention fence.

Response: Installing this fence addresses a basic safety issue.

26. Rather than help welfare recipients obtain jobs and escape poverty, \$1 million will be used to study whether 300 people in Chicago are healthier when living in "green" public housing facilities.

Response: Still under review.

27. The National Institute of Health gives Indiana University professor \$356,000 to study how kids perceive foreign accents.

Response: This basic research project will inform our knowledge of how children perceive accents and how it affects their ability to understand speech. The knowledge gained from this research will be particularly beneficial to children with hearing deficits. The information gained will also add to the larger knowledge base in the field of speech therapy, and the audio recording database will provide a resource that can be useful for future studies of this topic. This research proposal will investigate this issue by testing

children's perception of foreign-accented speech, a common, real-world source of speech variability.

### 28. Detroit Public Schools will reap massive benefits from stimulus despite a \$150 million deficit.

**Response:** The Department of Education (ED) is very well aware of Detroit Public Schools' financial management issues, and has been working with them closely to ensure proper procedures as a result.

Press Reports: DPS Emergency Financial Manager Said He Will Not Use Recovery Act Funds to Plug the District's Deficit and Will Be Hiring an Inspector General to Oversee Forensic Audits and Allegations of Financial Wrongdoing in the District. "Detroit Public Schools will soon hire an inspector general to oversee forensic audits and investigate allegations of financial wrongdoing as part of resolving a spiraling deficit, the district's new emergency financial manager said in an interview Thursday. In one of his first interviews since taking office last week, Robert Bobb also told the Free Press that the district's deficit has ballooned to more than \$200 million - far more than the \$139 million announced last year...Decisions also must be made about how to use some of the \$530 million headed to DPS from the federal stimulus package. Bobb said Thursday that he was skeptical that any of the money will come without strings and added that he will not use the stimulus to plug the deficit because that won't solve the structural problems in the budget."<sup>[7]</sup>

29. Michigan will spend \$983, 952 for streetscaping in Ann Arbor.

Response: Still under review.

30. "Dead" project in Leelanau County, Michigan gets new life in stimulus aid.

**Response:** FALSE. This project has been removed from the Michigan Department of Environmental Quality's project list.

31. Visitor center and a pedestrian bridge Kansas chosen for "aesthetics" over economics.

Response: Still under review.

32. A National Forest in Missouri will receive \$462,000 to replace toilets.

Response: MISLEADING. The Forest Service owns and maintains thousands of toilet buildings throughout the National Forest System. As reported in the media, one of these acquisitions involved the \$460,000 purchase and installation of 22 prefabricated concrete

<sup>[7]</sup> Detroit Free Press, 5/13/09

toilet buildings to be built in remote locations throughout Missouri's Mark Twain National Forest.

At an average of about \$21,000 each, the price reflects the cost of complete constructed <u>buildings</u> rather than cost of the <u>toilets</u> as indicated in the report. The cost of \$9,800 per building was awarded against an existing GSA schedule and is identical to the price the Forest Service paid two years ago for the same units. The negotiated price of \$11,600 per site for excavation, grading, and foundation installation is also in line with what the agency paid two years ago.

33. Stimulus funds will be used to demolish a sauna and build showers in the women's locker room at Grand Forks Air Force Base in North Dakota.

Response: MISLEADING. The additional showers are necessary to meet the current design standards for the female population at Grand Forks, ND. This project was included in the Department's Recovery Act Expenditure Plan to "Repair Fitness Center Bldg 308 Showers." It was awarded on April 21, 2009 for \$70.3 thousand (13% below original estimate). It demolishes an existing whirlpool and installs six additional showers, required ventilation and plumbing to bring the facility to current standards. The current facility is undersized by 66%.

34. Federal stimulus cash paying for a fish hatchery and a new visitor center in Missouri.

Response: The existing facility at the Mingo National Wildlife Refuge has significant deferred maintenance and does not meet current codes and standards, so building a replacement facility is a more cost-effective alternative.

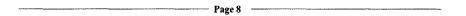
The improvements to the Neosho National Fish Hatchery include maintenance improvements, in addition to installing a new renewable energy source that will reduce future operational costs.

35. \$10 million will be used for school lunch equipment and education technology in Oshkosh, Wisconsin.

Response: States are permitted to use State Fiscal Stabilization funds to restore cuts in state support; districts may not necessarily receive additional funds. This may have the affect of freeing up state funds for other essential public services. While the federal government encourages states to increase the amount available to support education, the statute does not include a supplanting provision.

36. Missouri plans to spend \$500,000 of federal stimulus money on fish food.

Response: Funding was specifically provided in the Recovery Act for this purpose.



Press Reports: Missouri Catfishery Owner Saw Feed Costs Increase 50 Percent from 2007 to 2008; Though He Wasn't "A Big Fan" of the Recovery Act, He Said He Might Apply for the Aid Because the Increase "Is Something Putting a Real Pinch on Our Business." "The United States is about to spend \$50 million on fish food. The money included in the federal stimulus package is intended to help keep afloat an aquaculture industry already struggling from foreign competition after feed prices jumped 50 percent last year...The aquaculture industry was worth \$1.4 billion in sales in 2007, the most recent year for which the U.S. Department of Agriculture has figures. Catfish account for one-third of those sales, and the leading producers are Mississippi, Alabama and Arkansas." [5]

37. Pawtucket, Rhode Island spending \$550,000 on a skateboard park.

**Response**: FALSE. The CDBG grant proposal submitted by Pawtucket did not contain the skateboard proposal.

38. Yale and the University of Connecticut are receiving \$850,000 in stimulus for research "to study how paying attention improves performance of difficult tasks."

Response: This research examines neurobiological mechanisms that support the brain's ability to exclude redundant and/or irrelevant information while searching for and locating targets under conditions of attention versus inattention. This is basic research which focuses on the neurons within a specific area of the brain. The knowledge gained from this study could lead to better understanding of disabilities involving impaired attention, and secondarily, to commercial applications such as treatments to improve attention under occupational stress.

39. Gloversville, New York is using \$175,000 of stimulus money to pay for a trolley bus to take tourists to festivals and a farmers market.

Response: Still under review.

40. \$3.1 million will turn a canal barge into a floating museum.

Response: Still under review.

41. Three million dollars will pay for corporate jet runways in Massachusetts despite opposition of local leaders.

Response: Still under review.

<sup>[5]</sup> Associated Press State & Local Wire, 6/12/09

42. Maine to spend over \$1.3 million on "government arts jobs," including \$30,000 for basket makers, \$20,000 for story telling, and \$12,500 for a music festival.

Response: Still under review.

43. New York City will spend \$15 million to rebuild sections of the Coney Island Boardwalk.

Response: Still under review.

44. A New York laboratory is receiving \$150 million in stimulus cash for "world's brightest x-ray," but it won't be available until 2015.

**Response:** The \$150 million will create over 200 local construction jobs on Long Island in this fiscal year that would not have been created until the following year, providing short-term economic relief to Long Island families. Construction has already begun.

In addition to creating jobs as rapidly as possible, these Recovery Act funds represent an investment in renewed science and technology leadership, enabling discoveries and breakthroughs that will spur U.S. innovation and economic growth in the years ahead. When completed in 2015, NSLS-II will provide American scientists with world-leading capability in one of the most internationally competitive areas of science—advanced lights sources—which have become the state-of-the-art instruments for effecting major advances in materials science, energy, pharmaceuticals and health, and a range of other fields.

45. Milford, Massachusetts plans to use \$3.5 million for a three mile bike/walking trail despite its failure to spend \$80 million in federal funds for other pedestrian paths.

Response: Still under review.

46. Stimulus funds pay for a hybrid car to be used by Vermont student drivers.

Response: FALSE. No application has been received from the Town of Colchester for this program.

47. Rochester, New York is getting millions to extend an art trail.

Response: Still under review.

48. The National Institutes of Health is giving Yale University \$680,100 in stimulus funds to study the effectiveness of diet and exercise at reducing obesity.

Response: This is a clinical study to examine the efficacy of a behavioral intervention for weight management, through nutrition and exercise, for schizophrenic patients. This intervention has been adapted for mentally ill patients from an approach widely used in

the broader population. The intervention has already been found effective in a smaller sample of mentally ill patients and is now being tested in a larger sample.

49. No. 1 priority for Bethlehem, Pennsylvania's share of the stimulus cash: A parking garage.

Response: MISLEADING. This project would be funded under CDBG grants funds, and no funds have been approved yet.

Press Reports: Local Business Owner: "We've Done Customer Surveys and 25 Percent of Them Say That They Would Come More Often If There Was Better Parking." The same article that Sen. Coburn's office includes quotes from local business owners who recognize the link between available parking and increased business: "It's true,' said Dana DeVito, general manager at Moravian Book Shop. 'We've done customer surveys, and 25 percent of them say that they would come more often if there was better parking." [9]

50. Rochester, New York to spend \$1 million grant on "green" upgrades, but will not create new jobs.

Response: FALSE. No application has yet been received from the City of Rochester to date for these funds.

51. City favors stimulus money over other federal grant to avoid matching requirement.

Response: Still under review.

52. Altoona, Pennsylvania is getting \$819,000 for a homelessness prevention program despite local reports that the town may not have enough of a homelessness problem to use it.

Response: FALSE. Altoona's publicly available Consolidated Plan for their HUD formula programs shows that during the course of the year there are several hundred homeless persons in the city and that they also have persons who are at risk of homelessness. The Homeless Prevention/Rapid Re-housing (HPRP) funds in the Recovery Act were allocated to grantees via a formula; grantees did not apply. However, grantees are required to accept the funds by submitting a spending plan. The HPRP Notice indicates that that if grantees do not have the capacity to administer the funds or don't need them, they should simply decline and the funds would be reallocated to other communities. Also, HPRP funds are largely intended to prevent homelessness, not necessarily correct a chronic homelessness problem. It can be used to assist folks that are at risk of losing their homes due to job loss or the inability to make mortgage payments.

53. \$2 million in stimulus cash will be used to monitor scallop reproduction and habitat.

<sup>[9]</sup> Morning Call (Allentown, PA), 4/2/09

**Response:** MISLEADING. No grants under the National Oceanic and Atmospheric Administration's coastal habitat restoration program have been awarded to date.

54. Nantucket, Massachusetts will spend \$5.6 million in stimulus cash to resurface 6.4 miles of road and bike path, or roughly \$875,000 a mile.

Response: Still under review.

55. The Tennessee Department of Transportation plans to use money to create the Clement Railroad Hotel Museum.

Response: Still under review.

56. Despite a history of mismanaging federal funds, D.C. Metro will receive hundreds of millions to close its budget deficit.

Response: Still under review.

57. \$77.5 million will be used to extend the consistently over-budget D.C. subway to Dulles Airport in Virginia.

Response: Still under review.

58. Wheeling, West Virginia will use almost \$400,000 to renovate a downtown music hall.

Response: MISLEADING. This project would be funded under the CDBG grant program, and no CDBG grants have been awarded yet. As stated by Mayor Andy McKenzie (R), of Wheeling: "... Wheeling City Council by a unanimous vote authorized CDBG –R investment into the Capitol Theatre project to stimulate economic growth, job creation and downtown revitalization. This eligible shovel ready project will create 5.6 million dollars in direct spending in our community and more than 60 new jobs...this project that will be a catalyst for future investments in our community."

59. Delaware has received a \$7.5 million federal stimulus grant to pay for a boardwalk revival.

Response: Still under review.

 Memphis, Tennessee will spend \$1.5 million to redevelop fairgrounds and \$250,000 to rehabilitate a dilapidated laundromat.

Response: MISLEADING. This project would be funded under the CDBG grant program, and no CDBG grants have been awarded yet.

61. Texas Department of Transportation plans to spend \$181 million on a new road opposed by local environmentalists. Response: Still under review.

62. Despite promises that citizens would be able to track "every dime" of the \$787 billion stimulus bill, the federal website devoted to posting the spending details may not be complete until next spring.

Response: FALSE. As can be read in this article at GovExec.com (<a href="http://www.govexec.com/story\_page.cfm?articleid=42866&dcn=todaysnews">http://www.govexec.com/story\_page.cfm?articleid=42866&dcn=todaysnews</a>, the Board feels they are on schedule to meet the statutory deadline.

63. Delaware will spend \$400,000 to construct a berth for a historic ship to attract tourists.

Response: Still under review.

64. Stimulus to pay for housing used by Soyono the Sumatran tiger and Luke the Lion at the National Zoo in Washington, D.C.

Response: Still under review.

65. Washington, North Carolina is using stimulus funds to pay for "project-funding manager" whose job it is to secure even more stimulus funds.

Response: Still under review.

66. Summerfield, North Carolina gets stimulus money for a parking lot.

Response: Still under review. A comment from Mayor Mark Brown (R), of Summerfield, North Carolina: "For several years, local government has been grappling with how to improve the safety at the Summerfield Rail Trail. Without sufficient parking so close to the start of the trail, this trailhead is a dangerous traffic accident waiting to happen. This Recovery funding will put people to work and expand the number of safe, parking spaces available."

67. The Florida Department of Transportation plans to spend \$128 million on the proposed Indian Street Bridge, though it does not yet have all the property it needs.

Response: Still under review.

68. USDA Inspector General (IG) raises concerns about a \$2.5 billion program for rural broadband Internet service.

Response: No funds have yet gone out for the Broadband program, and IG concerns will be taken into account.

69. Miami, Florida will use \$2.1 million in stimulus funds to move and relocate an aging Greyhound bus terminal. **Response:** This intermodal transit project has been widely acclaimed. See http://www.bizjournals.com/southflorida/stories/2009/03/02/daily64.html

 Lexington, Kentucky plans to spend \$4.7 million on a trail connecting downtown with a horse farm.

Response: Still under review.

71. Steam rooms in the fitness center of Laughlin Air Force Base in Texas will undergo repairs funded by federal stimulus funds.

Response: FALSE. This project was not funded with Recovery Act funds.

72. The federal government will provide \$300 million in stimulus funds to 61 housing agencies that have been repeatedly faulted by auditors for mishandling government.

Response: Still under review.

73. Large federal contractors who have paid big fines for violating environmental, safety, and discrimination rules are receiving stimulus funds.

Response: CACI is one of the 100 biggest federal contractors overall.

USAspending.gov reports that CACI received \$1.5B in FY 2008. The Forest Service contract in question represents one-tenth of one percent of the 2008 level awarded to the company.

To meet the rigorous transparency and accountability standards reflected in OMB guidance, the Forest Service has created four Economic Recovery Operations Centers (EROCs) through which all contracts, grants, and agreements funded by the ARRA are processed. Through these Centers, the Forest Service uses competitive procurement procedures for all ARRA awards. Exceptions can only be approved by the agency's senior procurement official. The contract will assist the Forest Service conduct operations at their EROCs. The contract was awarded on a competitive basis.

74. Dallas, Texas will receive stimulus funds to build a downtown park over a freeway.

Response: Still under review.

75. Bathrooms a major feature of \$11.3 million renovation at Somerville Lake, Texas.

**Response:** FALSE. Of the \$11.3 million slated for renovation, only \$400,000 is for restrooms, the majority is for modernization camping loops.

76. Virginia will spend \$340,000 on a rural bridge that carries only 20 cars a day.

Response: Still under review.

 South Carolina Department of Natural Resources will spend \$1.7 million to grow oysters.

Response: Still under review.

78. Stimulus program paying \$2.5 million for beach enhancement studies.

Response: Still under review.

79. Washington State University (Vancouver) is receiving \$148, 438 to analyze "the use of marijuana in conjunction with medications like morphine."

Response: Still under review.

80. "Microsoft Bridge" in Seattle will receive \$11 million in stimulus funds.

Response: MISLEADING. As Sen. Coburn knows, because Gov. Gregoire informed him by mail last month, the bridge in question is using less than half of these funds. It is an important local development project. Mayor John Marchione (Non-partisan), of Redmond, says: "The 36th Street Bridge project is a vital transportation investment needed to improve mobility and circulation for an area that is home to over 44,000 jobs and represents the second largest employment center in King County after downtown Seattle. It was the region's consensus top priority after a rigorous competitive review, and we were pleased to receive stimulus funding for this important jobs corridor."

81. California is not encouraging school districts to re-hire laid-off teachers.

**Response:** The funds mentioned in the article are related to the release of Title I and IDEA funds, which were not intended to enable districts to retain staff. California received its SFSF funds, which are intended to allow districts to retain teachers.

The other 2 items have to do with States or Districts choosing not to spend ARRA dollars on teacher retention because they are worried about the funding cliff. The first priority of State Fiscal Stabilization Funds is to address state budget shortfalls – so if there are teachers being laid off, the money is intended to be used to retain them. Once state budget shortfalls have been addressed, then the Department of Education are encouraging states to spend the money on investments rather than expansion that cannot be sustained post-ARRA.

82. Oregon will spend \$4.2 million to raise railroad track 18 inches.

Response: Still under review.

83. Portland, Oregon will spend \$1 million in stimulus funds for bike lockers.

Response: Still under review.

84. Stimulus cash is causing friction between a Colorado county sheriff and commissioner.

**Response:** FALSE. This issue has been resolved by the Mesa County Commissioners, who have voted to approve a host of projects, including expansion of a county jail.

85. A Wyoming town will build a new government building that local officials do not see helping the economy in the short-term.

Response: Still under review.

86. The U.S. Department of the Interior will spend \$280 million on wildlife refuges and fish hatcheries, \$630,000 on a bridge at the National Bison Range, and \$249,000 for solar panels at Ennis Fish Hatchery.

**Response:** The Bridge at the National Bison Range does not meet standards and has become a safety hazard to people. This is a deferred maintenance project.

In addition to installing a new renewable energy source that generate 75% of the station's electricity use and reduce future operational costs, the improvements to the Ennis National Fish Hatchery also include maintenance improvements.

87. Colorado counties reject stimulus money, but change minds and use to buy an industrial dishwasher.

Response: FALSE. Per the Colorado Recovery Act office, the four counties will use the nearly \$17,000 for meals served to low-income seniors. Recovery Act dollars will not be spent on equipment, such as a dishwasher. Colorado, like much of the nation, has seen a 30 percent increase in demand for emergency food during the recession and the Recovery Act is paying to meet the increased need.

88. Tualatin, Oregon plans to spend \$2.5 million on a "train-horn-free" zone.

Response: Still under review.

 San Diego International Airport will get \$5 million to install "energy-efficient" runway guidance lights.

Response: Funding for San Diego Airport Will Pay for Improved Runway Safety Lights and Energy-Efficient Signs of the Airfield. According to the very article cited in the report, the "federal funds will cover the installation of new energy-efficient signs on the

airfield and improved runway safety lights."<sup>[3]</sup> Mayor Jerry Sanders (R) of San Diego comments on the project: "These lights and signage will improve safety at Lindbergh Field by reducing the likelihood of accidents on the tarmac... this project is, in fact, an appropriate use of stimulus funds as it will put nearly 100 people to work during the installation process."

90. A Utah sheriff's office is plans to purchase a Harley-Davidson motorcycle.

Response: JAG funds can be used to pay for personnel, overtime, and equipment. For example, Recovery-JAG funds may be used to purchase police cruisers (whether marked or unmarked), as well as police motorcycles. While known to many as a manufacturer of motorcycles built for leisurely purposes, Harley Davidson has been a primary supplier of American Law Enforcement motorcycles for over 100 years. More than 3,400 police departments ride Harley-Davidson motorcycles in the U.S. alone.

91. The Phoenix Police Department is expecting to receive \$5.4 million in stimulus cash for new equipment that will not result in job creation.

Response: These reports are inaccurate. According to Maricopa County's own application for the funds, the city of Phoenix does intend to use the Recovery Act JAG funds to hire staff in the prosecutors and fire department offices, not for equipment.

92. U.S.-Canada border crossings that average less than 2 passenger cars per day and 2-3 trucks a month get millions from stimulus funds. U.S.-Mexico border crossings with 20,000 vehicle crossings per day get nothing.

Response: Still under review.

93. Washington State will spend over \$18 million in stimulus cash to grow and hatch fish.

Response: The Bureau of Reclamation is investing \$18.1 million in the Leavenworth Water System – Columbia Basin Project. This project will complete repairs at Leavenworth.

Beginning in the fall 2009, hatchery system improvements at Leavenworth will rebuild the water intake system which includes the pumping plant, fish screen and pipeline, and an effluent pond. An operations and maintenance evaluation concluded the system is in imminent threat of failure, with the potential to shut down hatchery operations. Shut down would affect Endangered Species Act-listed brood stock production, Reclamation's ability to meet Grand Coulee mitigation requirements, and the 2008 Federal Columbia

<sup>&</sup>lt;sup>[3]</sup> "Lindbergh runways awarded \$5 million," SignOnSanDiego.com (*Union-Tribune*), March 28, 2009, <a href="http://www3.signonsandiego.com/stories/2009/mar/28/lm28airport234819-lindbergh-runways-awarded-5-mill/">http://www3.signonsandiego.com/stories/2009/mar/28/lm28airport234819-lindbergh-runways-awarded-5-mill/</a>.

River Power System (FCRPS) Biological Opinion. Completion of this critical water delivery system would ensure continuation of hatchery operations, which supports spring Chinook salmon and continue to ensure tribal Coho fishing opportunities for Yakama and Colville Tribes. Project completion would also resolve ongoing legal disputes, address growing safety issues associated with difficult O&M of the current system, and reduce operating costs.

 Montana's state-run liquor warehouse will receive \$2.2 million in stimulus cash to install skylights.

Response: The skylights at the warehouse will save taxpayers money. See the following analysis from ProPublica:

"Projects like Montana's liquor warehouse could provide fodder for stimulus critics, but it's actually just a continuation of a twenty-year-old program designed to save the state money by reducing energy consumption.

"If light can be reflected in through the windows, we save money," Steven Swanson, the distilled spirits manager at the warehouse, told us. The state of Montana has been in the liquor distribution business [6] since prohibition ended, and brought in about \$100 million last year. The warehouse is just one of the many state-owned buildings [1] in line for cost-saving energy improvements.

Montana's Gov. Brian Schweitzer has <u>launched an initiative</u> [7] to cut the state government's energy use by 20 percent before next year. To achieve that "20x10" goal, the state hastened "audits" to plan and design energy-saving renovation in older buildings, like the 30-year-old liquor warehouse, throughout 2008, creating a backlog of projects that were simply awaiting funding, Paul Cartwright, the governor's adviser on energy issues told us.

Last fall, <u>Schweitzer</u> [8], a Democrat, proposed a budget that included about \$25 million to pay for renovations. But, as the financial crisis deepened that figure was repeatedly down-sized in the administration's proposals to the state legislature. That is, until the stimulus package arrived on the doorstep."

95. Eugene, Oregon will spend \$2.25 million stimulus dollars to construct a 1,000 foot long bike path, and an additional \$180,000 will be spent on "pedestrian facilities, traffic calming and bicycle-related components.

Response: Still under review.

96. A California skate park will get a \$620,000 "facelift."

**Response:** MISLEADING. This project would be funded under the CDBG grant program, and no CDBG grants have been awarded yet.

97. The Bureau of Land Management is using stimulus funds to study the impact wind farms have on the sage grouse population in Oregon.

Response: BLM is using Recovery Act funds to complete environmental reviews and other studies needed before public lands can be used for various renewable energy projects. Funding these studies now will accelerate the permitting process.

Sage grouse have been proposed for listing under the Endangered Species Act, so these studies can help BLM develop mitigation and avoidance plans that are needed for BLM to approve permits for wind and other renewable projects.

98. Durango, Colorado to spend \$215,000 for a bike path to keep kids from walking to school on the street.

**Response:** This new bicycle and pedestrian path will be built in front of a high school and will keep students off the roadway and away from vehicle traffic. This project creates jobs and a safer infrastructure for the entire community.

99. \$200,000 for restroom and showers at Black Butte Lake, California.

Response: A new restroom will be installed in the Black Butte Lake, Buckhorn Recreation Area Group Use Area to replace a single, aging pit toilet. The area is reserved every weekend between April and September and can accommodate up to 200 users. The nearest waterborne restroom with showers is located close to 1/2 mile from the group use area in the main campground. When the group area is utilized it puts a greater stress on this waterborne restroom and contributes to overcrowded conditions, facility breakdowns, less than desirable cleanliness and waiting lines. This restroom was constructed in 1978.

### 100. Big Stimulus Windfall for Tiny Town.

Response: FALSE. This system is not receiving ARRA funds.



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